National Restaurant Association

Vol. 4 ☐ No. 10 ☐ November 1984

A8200-1A

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NRA MEETINGS

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11/26–27 Los Angeles, CA
1/21–22 Indianapolis, IN
2/11–12 Dallas, TX

Perfecting Your Culinary Skills
12/4 Las Vegas, NV
2/19 Los Angeles, CA
2/21 Chicago, IL

Restaurant Design and Facilities Planning
2/18–19 Los Angeles, CA

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1/15 Frederick, MD
1/24 Pittsburgh, PA
2/12 Dallas, TX
2/13 Salt Lake City, UT
2/19 Los Angeles, CA

Food Cost Management
11/26 Nashville, TN
11/29 Seattle, WA
2/19 Columbus, OH
2/21 Long Island, NY

Kitchen Management
12/3 Jacksonville, FL
12/10 Austin, TX
12/12 Baton Rouge, LA
1/22 San Diego, CA
1/24 Reno, NV
2/13 Springfield, VA

Location! Location! Location! How to Successfully Negotiate and Finance Your New Operation
1/14–15 Los Angeles, CA

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12/4–5 Las Vegas, NV
12/11–12 San Francisco, CA
1/22–23 Cincinnati, OH

Menu Development
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12/5 Las Vegas, NV
1/24 Denver, CO

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2/27 Las Vegas, NV

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12/4 Houston, TX
2/18 Los Angeles, CA
2/20 Seattle, WA

Increasing Foodservice Productivity
11/26 Cincinnati, OH
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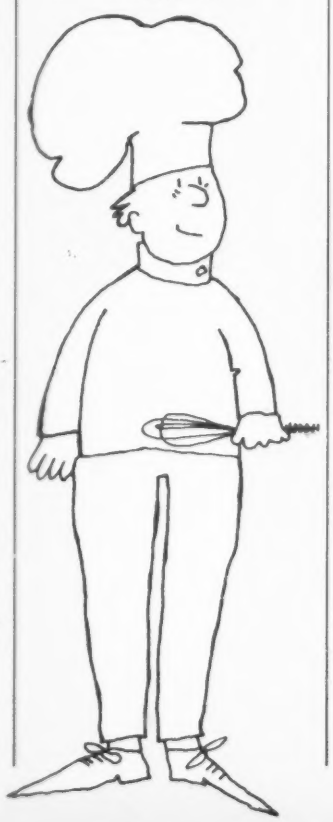
2/18 Los Angeles, CA

Soups and Sauces
12/12 San Francisco, CA
1/15 Los Angeles, CA
2/11 Dallas, TX
2/13 Oklahoma City, OK



Basic Supervision in Foodservice
12/4 Las Vegas, NV
1/22 Tucson, AZ
2/26 Covington, KY

Tools for Training
11/27 Burlington, VT
2/11 Dallas, TX
2/26 Springfield, MA
2/28 Baltimore, MD

Hospitality Workshops:
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2/6–7 **Full Service** Nashville, TN

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3/24–27 **National Conference on Computers in Foodservice** Las Vegas, NV

For more information, contact

NRA Education Programs
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Information on In-House Programs Available Upon Request

STUDY GROUP MEETINGS

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Safety Officers
1/1985 Miami, FL

For more information on specific study groups, contact Philip Kralovec, (312) 853-2525.

NRA NEWS
Vol. 4 No. 10 November 1984

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NRA NEWS (ISSN 0465-7004) is published monthly, except combined June/July issue, by the National Restaurant Association, 311 First St., N.W., Washington, DC 20001. Membership dues include a one-year subscription to *NRA NEWS*. The non-member subscription fee is $125 per year. Second-class postage paid at Chicago, IL 60607 and additional mailing offices.

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PRESIDENT'S REPORT

Harris O. Machus
President and Owner
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Birmingham, Michigan

U.S. Culinary Team wins big

NRA continues to undertake activities to support and represent your business interests and recognition for the industry as a whole. This past month, we scored some notable successes.

The U.S. Culinary Team won two out of three major competitions at the 1984 Culinary Olympics held last month in Frankfurt, Germany. Loin of Lamb Wyoming and Seafood Sausage Virginia—native American recipes made with native American ingredients—won first prize in the prestigious hot food competition. The U.S. team also won the gold medal in the cold food competition.

Contending with teams from 28 nations, American chefs won more than 40 gold medals. Their victories reminded the world that our country has a vibrant culinary tradition and is a center of culinary innovation.

You helped make it happen. Your association and the American Culinary Federation created and directed the foundation which raised the funds to select, train and transport the U.S. Culinary Team. The contributions made by foodservice operators and suppliers created worldwide recognition for the quality of American cookery.

NRA bill overrides regulation

On the legislative front, the foodservice industry won an important victory when the bill to exempt central kitchens from USDA inspection became law last month.

The NRA-sponsored legislation eliminates federal inspection of meat and poultry when a restaurant kitchen prepares ready-to-eat food to be sold at other restaurants owned or operated by the same company within state boundaries. An unnecessary regulation that blocked productivity has been erased.

This is yet another example of positive congressional action that can be initiated by your industry, which is well represented in Washington.

NRA introduces new political poll

Having said that, let me add that your association needs your guidance and participation in order to represent you effectively. This issue of ***NRA NEWS*** introduces a new feature called "Your Opinion." It describes two major issues on which NRA will need to take a position and asks for your opinion.

You will find a postage-paid reply card inserted adjacent to this column. Tear it out, complete it and mail it to NRA. Your opinion will count as NRA policies are formulated.

Members protest FDA intervention

There is one issue on which NRA needs you to act right now. The Food and Drug Administration (FDA) is developing a standardized, national test which would lead to certification of foodservice managers in the area of food protection and sanitation practice. This test would not be mandatory at first, but if local jurisdictions do not adopt it, you know what comes next. (See article in this month's "Washington Report.")

We should all speak out against this unnecessary intervention of the federal government into a matter that

is already managed effectively at the state and local levels. A national test could be costly to you as operators. Take a minute to write the FDA commissioner and tell him what you think of this plan. Address your letter to Frank E. Young, Commissioner, Food and Drug Administration, 5600 Fishers Lane, Rockville, MD 20857.

Seminar prices lowered

A six-month schedule for NRA seminars is included in this issue of ***NRA NEWS.*** Note that the registration fee of the basic skills programs—"Basic Supervision," "Kitchen Management," "Dining Room Management" and others—has been reduced. Because these professional seminars are designed to help you train your staff, the price has been reduced to allow more of your employees to attend.

Examine the seminar schedule carefully. Through the cooperation of your state restaurant association, instruction in a variety of basic skills, food production and foodservice management programs will be offered in your area. Take advantage of these programs; they are among the finest services NRA offers.

NRA report forecasts energy supply

The third in the new NRA series of *Current Issues Reports* will be mailed this month to all member companies. It covers the various kinds of energy resources utilized by foodservice operators and forecasts availability during the next few years. Although the near-term forecast calls for relatively stable prices and ample supply, this report should assist in some long-range strategic planning of energy use in your units.

NRA plans to showcase the industry

The Inaugural Committee has approached NRA about the possibility of your association's sponsoring a gourmet Taste of America during the presidential inauguration celebration in January. Fifty restaurants, selected by judges of well-known fine dining awards, will offer samples of America's highest quality food. This event would afford NRA another opportunity to place our industry in the national spotlight. I will keep you up-to-date on the plans as they develop.

Your NRA membership dues invoice for 1985 has been mailed to you. I urge you to renew your membership in your industry's leading national trade association. We appreciate and value your continued support. It's an investment in the present—and the future.

During the past month, 147 members joined NRA. I welcome you to the most prestigious foodservice trade association in the world. Your participation in NRA will make your business grow and make the association more effective in its endeavors on your behalf. We're glad to have you with us.

Sincerely,

Harris

Harris O. Machus
Chairman of the Board and President

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Cover Story: Children

Children are a market to be reckoned with. Their numbers are growing. They eat out frequently. Most of all, they have a substantial influence on their families' decisions to dine out—especially at fast food and family restaurants. That is why this month's issue of the ***NRA NEWS*** examines the pre-teen market and the opportunities it presents for increased business and loyalty.

14 How some operators have begun to woo children and their parents.

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Your Opinion **8** With this issue, ***NRA NEWS*** begins a new regular feature, inviting you to comment on important national issues affecting the foodservice industry. Your responses will help NRA represent the industry in Washington.

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Food for Thought **47** Baby vegetables and 20-hour cookies.

Cover photo: Mark Borchelt *Location and setting, courtesy of Houlihan's Old Place, Chevy Chase, MD.*

SHORT ORDERS

TacoTime taps university talent

TacoTime International, a 300 unit Mexican fast food chain, has opened its doors to university students wishing to earn upper-division college credit and gain work experience while still in school.

TacoTime's student internship program has given several students from the University of Oregon's Schools of Journalism, Architecture and Business Administration a chance to work alongside TacoTime International's corporate staff in the accounting, marketing, advertising and facilities design departments. These interns have successfully completed projects in everything from planning regional television commercials to designing floor plans.

According to James Watson, director of advertising for TacoTime, "We're glad to have the chance to work with university students. Their contributions to our business in terms of new ideas and enthusiasm far outweigh their inexperience."

TacoTime plans to expand its internship program to other departments within the corporate office and also hopes to help place interns with nearby franchise owners.

Purdue develops master recipe file

More than 3,000 professionally developed menus, covering virtually every imaginable dietary need, are now available from Purdue University's Restaurant, Hotel and Institutional Management Institute (RHIMI).

"It is an odd truth in our business that for all their years in the kitchen developing their technical expertise, most chefs and foodservice directors have only a very sketchy understanding of how to plan a winning menu within cost limitations. The three-volume *Purdue Master Menu and Recipe File* eliminates the guesswork," says Brother Herman Zaccarelli, director of RHIMI.

The heart of the new system is the *Purdue Institutional Menu Planning Guide*, which explains the institutional menu planning process and demonstrates the important relationship between menu planning and cost control.

In addition, the guide features 3,000 menu item selections, health care sample menus for a full year cycle and some innovative menu ideas for college and university foodservice operations. The institutional section features variety menus within cost limitations.

Also included is *Professional Cooking*, an illustrated hardcover book. It includes more than 800 quantity recipes—many of which are cross-referenced to menu items suggested in the *Purdue Institutional Menu Planning Guide*.

The third volume, the classic *Food for 50* (6th ed.), shares approximately 450 pages of proven recipes. This book offers menu plans for establishments ranging from schools and child care centers to health care facilities.

Rounding out the *Purdue Master Menu and Recipe File* is a packet of special diet menus that covers a 120-week menu cycle. Special diets covered range from high protein/high carbohydrate to lactose (milk) restricted.

For additional information about the *Purdue Master Menu and Recipe File*, contact Brother Herman E. Zaccarelli, director RHIMI. Stewart Center, Purdue University, West Lafayette, IN 47907; (317) 494-2749.

Cost/nutrition calculator wheel for fish

If you are interested in the caloric values, protein and fat percentages, sodium, iron and cholesterol levels for cod, flounder, sole, ocean perch, haddock, ocean catfish, turbot, pollock and whiting, you can find out from "Fish Scales."

"Fish Scales" is a free calculator wheel available from Fishery Products, Inc. Made from plastic-laminated board, it is designed in the shape of a flounder. The calculator also can be used to determine costs per serving, menu price and food cost percentages.

To receive your free "Fish Scales" cost/nutrition calculator, write to: Foodservice Marketing Manager, Fishery Products, Inc., 18 Electronics Avenue, Danvers, MA 01923.

Additional model foodservice ordinances

These additional interpretations of the FDA Model Food Service Ordinance now available:

- Storage of poisonous or toxic materials
- Use of chemically treated wood
- Personal cleanliness—coins and currency as potential fomites
- Handwashing supplies—bar soaps as fomites

WASHINGTON REPORT

FDA pressing for sulfite labeling

The Food and Drug Administration (FDA) is pressing for sulfite labeling. It is asking that state governments and the foodservice industry take more action to inform asthmatics who are sulfite-sensitive about the use of sulfites in restaurant food.

FDA believes that acceptable consumer notices should include use of conspicuous and easily readable labels, signs, placards or menu statements, such as "sodium bisulfite added" or "sulfiting agents added to preserve natural appearance and freshness," or other means judged equally effective by state regulatory agencies.

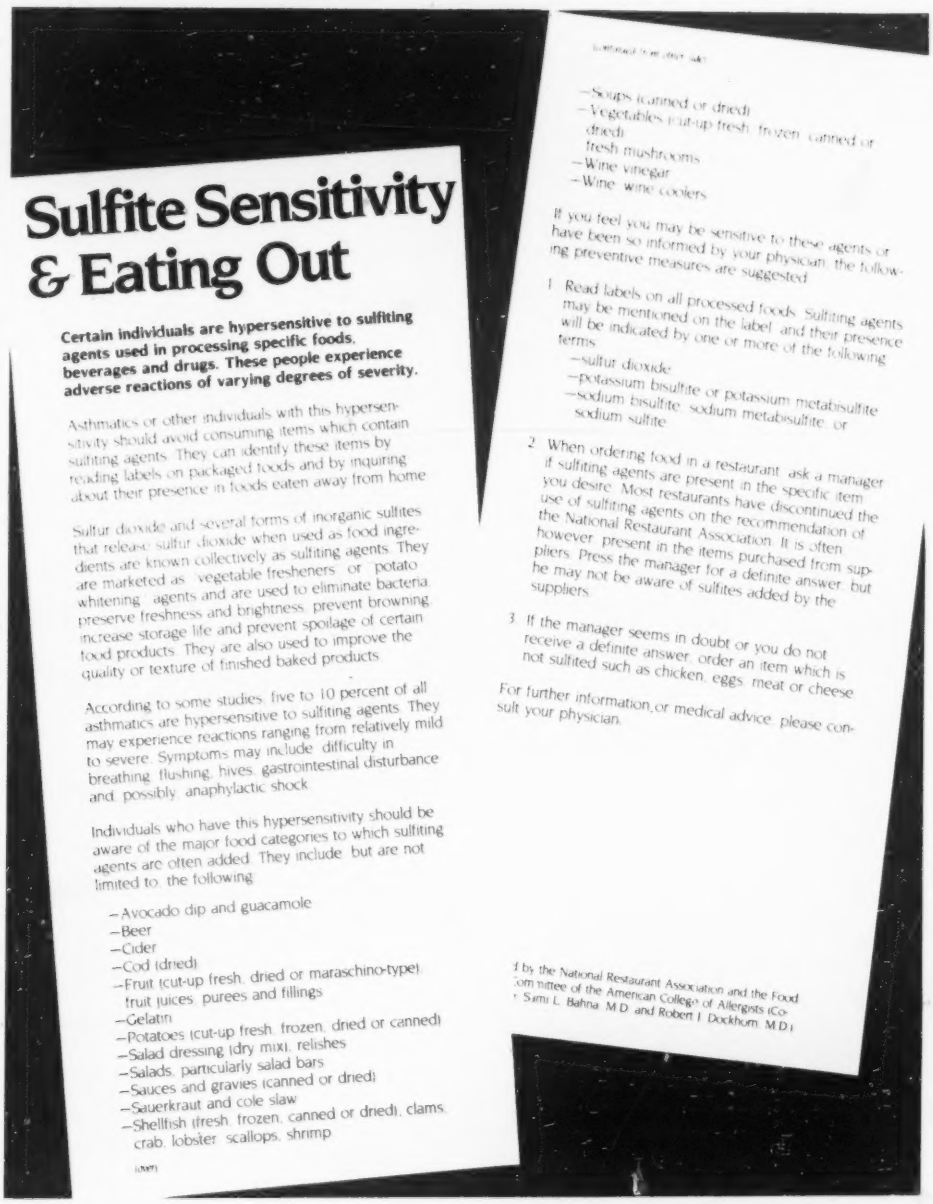
FDA says such notices are needed because the continued unlabeled use of sulfites poses a serious health problem to those people who are sensitive to these chemicals.

List of sulfite-free fresheners

NRA has developed a list of sulfite-free fresheners for operators who have stopped using sulfiting agents but need a substitute product.

NRA does not endorse any product on the list and recommends that operators check to make sure the substitutes meet their requirements.

To obtain the list, write or call NRA's Information Service Department, 311 First Street, N.W., Washington, DC 20001; (800) 424-5156.



Sulfite Sensitivity & Eating Out

Certain individuals are hypersensitive to sulfiting agents used in processing specific foods, beverages and drugs. These people experience adverse reactions of varying degrees of severity.

Asthmatics or other individuals with this hypersensitivity should avoid consuming items which contain sulfiting agents. They can identify these items by reading labels on packaged foods and by inquiring about their presence in foods eaten away from home.

Sulfur dioxide and several forms of inorganic sulfites that release sulfur dioxide when used as food ingredients are known collectively as sulfiting agents. They are marketed as "vegetable fresheners" or "potato whitening" agents and are used to eliminate bacteria, preserve freshness and brightness, prevent browning, increase storage life and prevent spoilage of certain food products. They are also used to improve the quality or texture of finished baked products.

According to some studies, five to 10 percent of all asthmatics are hypersensitive to sulfiting agents. They may experience reactions ranging from relatively mild to severe. Symptoms may include difficulty in breathing, flushing, hives, gastrointestinal disturbance and, possibly, anaphylactic shock.

Individuals who have this hypersensitivity should be aware of the major food categories to which sulfiting agents are often added. They include, but are not limited to, the following:

- Avocado dip and guacamole
- Beer
- Cider
- Cod (dried)
- Fruit (cut-up fresh, dried or maraschino-type), fruit juices, purees and fillings
- Gelatin
- Potatoes (cut-up fresh, frozen, dried or canned)
- Salad dressing (dry mix), relishes
- Salads, particularly salad bars
- Sauces and gravies (canned or dried)
- Sauerkraut and cole slaw
- Shellfish (fresh, frozen, canned or dried), clams, crab, lobster, scallops, shrimp

(over)

- Soups (canned or dried)
- Vegetables (cut-up fresh, frozen, canned or dried)
- fresh mushrooms
- Wine vinegar
- Wine, wine coolers

If you feel you may be sensitive to these agents or have been so informed by your physician, the following preventive measures are suggested:

1. Read labels on all processed foods. Sulfiting agents may be mentioned on the label, and their presence will be indicated by one or more of the following terms:
   - —sulfur dioxide
   - —potassium bisulfite or potassium metabisulfite
   - —sodium bisulfite, sodium metabisulfite, or sodium sulfite
2. When ordering food in a restaurant, ask a manager if sulfiting agents are present in the specific item you desire. Most restaurants have discontinued the use of sulfiting agents on the recommendation of the National Restaurant Association. It is often, however, present in the items purchased from suppliers. Press the manager for a definite answer, but he may not be aware of sulfites added by the suppliers.
3. If the manager seems in doubt or you do not receive a definite answer, order an item which is not sulfited such as chicken, eggs, meat or cheese.

For further information or medical advice, please consult your physician.

d by the National Restaurant Association and the Food
:ommittee of the American College of Allergists (Co-
r Sami L. Bahna, M.D. and Robert J. Dockhorn, M.D.)

sulfites and the precedent-setting nature of such an action."

NRA responds to FDA . . .

Although NRA shares FDA's concern over the sulfite issue, it is adamantly opposed to such labeling requirements at the retail level.

In a letter to Sanford Miller, director of FDA's Center for Food Safety and Applied Nutrition, NRA said, "There are significant practical problems associated with labeling, not the least of which are anxiety on the part of non-affected restaurant patrons, the insufficiency of definitive information presented to those who are adversely affected by sulfites and the precedent-setting nature of such an action."

continued on p. 9 . . .

WE'RE COUNTING ON YOUR OPINION

NRA's monthly membership poll tracks your views on important national issues affecting the foodservice industry.

Your reponses to these questions will help NRA represent the industry in Washington.

Question 1. Increase the minimum wage?

Minimum wage legislation may be taken up in the next Congress. The Fair Labor Standards Act (FLSA) was last amended in 1977, raising the federal minimum wage nearly 46 percent over a four-year period.

The last incremental increase went into effect Jan. 1, 1981, raising the federal minimum 25 cents to $3.35 an hour. With a deep recession and high unemployment, efforts to increase the minimum wage floundered in the 97th and 98th Congresses.

The 99th Congress may be different, however. Two years of continued economic growth, coupled with the fact that the minimum wage will not have been raised in four years, may spur Congress to consider another increase.

Legislation calling for an increase has been pending in the House since last year. Introduced by U.S. Rep. Mario Biaggi (D-NY), the bill (H.R. 3652) would raise the minimum wage to $4.15 an hour. Biaggi says that the 24 percent increase is needed to keep up with advances in the cost of living since 1981. No action was taken on the bill in the 98th Congress, and there was no companion bill in the Senate. It is likely similar legislation will be introduced again next year.

Pros: Supporters of increasing the minimum argue that it is necessary to prevent workers from laboring at poverty wages; fairness and equity dictate that workers should be paid more, particularly in light of inflation and reduced buying power; and increased wages will help the economy by increasing consumer spending.

Cons: Opponents argue that raising the minimum is inflationary. It raises the "floor" for all wages as higher-paid employees seek to maintain their wage differential over the minimum. It results in unemployment and reduced entry-level job opportunities, and it results in decreased services to consumers. They also argue that teenagers, especially minority teens and other low-wage, low-skill groups, are most apt to suffer from an increase.

Should the federal minimum wage be increased?

Question 2. Adopt a "flat" tax?

A number of tax reform proposals will be debated in Congress next year. Democrats, Republicans, accountants, lawyers, businessmen and academicians all agree that the current tax system is too complicated, often ineffective in raising revenue and badly in need of reform.

One of the most talked about reform measures is the "flat" tax. In its purest form, it would tax all income from all sources at one flat rate, and it would broaden the tax base by eliminating tax preferences, thus resulting in a lower overall rate.

A variety of modifications to the basic flat tax have been proposed. Each uses a less comprehensive base and allows some personal deductions.

A bill introduced by Sen. Robert Kasten (R-WI) and Rep. Jack Kemp (R-NY) would set rates of 25 percent on investment income and 20 and 28 percent on earnings. Sen. Bill Bradley (D-NJ) and Rep. Richard Gephardt (D-MO) want rates of 14, 26 and 30 percent; Sen. Dennis DeConcini (D-AZ), 19 percent; and Rep. Mark Siljander (R-MI), 10 percent.

Pros: With its myriad of exemptions, exclusions, deductions and credits, the current tax code distorts business and market decisions and is unfair to those unable to take advantage of tax loopholes and shelters. A flat tax eliminates many or all (depending on the plan) of these preferences, thereby simplifying the code and putting all taxpayers on equal footing. It also broadens the tax base and thus allows for substantial reductions in tax rates.

Cons: The idea of progressivity—rates rise as an individual's income increases—is lost in the flat tax. Its single rate (some proposals do call for two or three rate levels) would favor the rich at the expense of the lower and middle classes. Some people question whether the flat tax's "neutrality" is really a plus, since many current tax preferences have positive socioeconomic benefits, such as the deduction for charitable contributions.

Should our current income tax system be replaced with a flat tax?

Please respond to the above questions, using the attached postage-paid card.

. . . from p. 7

NRA maintains the most effective and appropriate way to communicate additive information to sensitive individuals is through the medical community.

NRA produces leaflet for allergists . . .

Working with the American College of Allergists, NRA has developed a leaflet to be distributed by physicians to their asthmatic patients. The leaflet lists food categories to which sulfites are often added and suggests preventative measures to be taken by sulfite-sensitive individuals when they eat out. (See accompanying photograph of leaflet.)

Since February of 1983, NRA

- has asked members not to use sulfites, pending the outcome of an FDA investigation of the preservatives
- has advised members to keep track of sulfites in foods sold in their restaurants and to be prepared to answer customer questions about sulfite use and
- has asked members to encourage their suppliers to identify the presence of sulfiting agents on the smallest containerized unit of product they ship to the restaurant.

FDA receives 300 complaints . . .

Over the last two years, FDA has received about 300 reports of consumers complaining of reactions to sulfites, including a few reports of death. The majority of reactions are reported by asthmatics.

FDA believes that perhaps five percent of all asthmatics—some 450,000 people—may be sensitive to sulfites. Reactions range from hives to severe respiratory problems.

FDA is currently investigating four deaths linked to sulfites in foods served in restaurants.

In addition, 29 allergic reactions reported since February have required immediate medical attention. Twelve of these occurred in California.

Other activities . . .

In other activities involving sulfites:

- FDA is providing physicians, through the *FDA Drug Bulletin*, with updated information on sulfites.
- The Federation of American Societies for Experimental Biology (FASEB), under contract to FDA, is reviewing the GRAS (Generally Recognized As Safe) status of sulfites and their possible health effects on people.

FASEB released a tentative report on Oct. 15 in which it recommended that notices be posted in restaurants where sulfited foods are served and that labels be placed on such products in stores.

However, the report did not recommend a ban on sulfites; instead, it said that additional studies ought to be conducted.

- FDA has completed the final draft of a proposed regulation that would require all detectable sulfite use in packaged foods to be declared on the label.

Current FDA regulations require sulfite labeling on all finished packaged foods that contain sulfites as a preservative. The proposed regulation would also require sulfite labels on other finished consumer packaged foods where sulfites are not used to preserve the final product but have been used in some earlier stage of processing.

NRA's position on sulfite labeling

Speaking to the board of directors of the Massachusetts Restaurant Association immediately following the release of the FDA tentative report, which recommends the labeling of sulfites in restaurants, Jim Peterson, chairman of NRA's Government Relations Committee, said:

"Unfortunately, producers and processors still use sulfiting agents in preparing shrimp, peeled potatoes, fresh fruit, fresh vegetables and other foods. During the past two years, there have been regular reports of individuals suffering life-threatening reactions to such foods eaten in restaurants. Four deaths have been connected with sulfites consumed in restaurants.

"In the interim, FDA has not clarified the situation. Instead it has released a report which says, first, that more study is needed and, second, that restaurants should post signs or place warnings in menus when sulfites are present in the food they serve.

"Signs or menu labels are not the solution. They do not supply enough information for those who should be concerned, and they frighten people who have no reason for concern.

"Furthermore, menu labeling for sulfites would set a bad precedent. I can visualize a whole wall in a restaurant or a whole page in a menu covered with warnings that are relevant to only a few, but frighten all.

"If sulfites pose a real threat to the health of a significant number of people, FDA should remove them from the "Generally Regarded as Safe" (GRAS) list—and thus ban them.

"If, on the other hand, FDA decides that the number of sulfite-sensitive people is too small to warrant a ban, the problem becomes a medical matter. Involved individuals should be counseled and warned by their physicians.

"To date, FDA has refused to make this determination."

First NRA Executive Forum focuses on taxes, the economy

Tax reform headed the list of issues discussed at the first NRA Executive Forum, held Sept. 25–26 in Washington, DC.

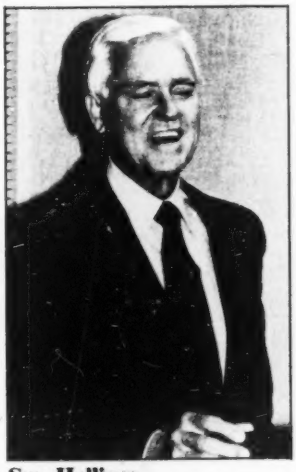
The Executive Forum provides top industry leaders with an opportunity to meet and exchange views with prominent members of key congressional committees as well as high level administration officials.

Speaking to a select group of foodservice CEOs and state restaurant association executives and their presidents were Sens. Ernest Hollings (D-SC) and Pete Domenici (R-NM) and Charles McLure.

McLure, deputy assistant treasury secretary for tax analysis, reported that his Tax Analysis Branch is studying tax reform proposals at the request of the President. Alternatives

being studied include the flat tax, the modified flat tax, a consumption tax and a national sales tax. (See September 1984 issue of ***NRA NEWS*** for an explanation of these alternatives.) McLure would not indicate which proposal is favored by Treasury, but he said a recommendation will be made to the President in mid-December.

Sen. Domenici, chairman of the Senate Budget Committee, made a case for the administration's economic policies, arguing that they have increased investment, led to lower unemployment and have cut the rate of growth in the federal budget from 17 percent per year to under seven percent.



Sen. Hollings

Discussing possible tax reform action, Domenici suggested that Congress will probably institute an income-tax surcharge or sales tax as a short-term remedy while it studies long-term reform proposals.

Sen. Hollings, ranking Democrat on the Senate Commerce Committee and a presidential hopeful ear-

Sen. Domenici

A CALL FOR ACTION

Stop national foodhandlers' test

The issue: The Food and Drug Administration (FDA) has contracted with the Educational Testing Service to develop a standardized national 50 to 75-item test that would lead to the certification of foodservice managers in the areas of food protection and sanitation practices.

In its announcement, FDA has presented a historical summary of its prior activities which gives the misleading impression that the national test is the next stage in an earlier-conceived FDA master plan for better consumer protection.

The problem: FDA plans to have this test ready for implementation by July 1985. The test would not be mandatory at first; but if local jurisdictions did not adopt it, mandatory testing could be the next logical step.

FDA has sent a questionnaire to approximately 2,000 local directors of food protection to determine their interest and support for such a certification program.

Although the results of the survey are not in, FDA is proceeding with the plan. It has appointed a 10-member advisory committee with only one foodservice representative.

Pros: According to FDA, such a national certification test

- would result in uniform testing procedures
- would encourage reciprocity among jurisdictions which have mandatory programs at the local level and
- could reduce training time and costs for operators. Experienced personnel could take the exam without having to take a course. (This condition is not certain, however.)

Cons: Disadvantages of a national test far outweigh the benefits, NRA believes. They include

- cost and time of traveling to test sites. The test would be given at selected sites around the nation on a periodic basis. The expense would be borne by the individual or company
- one more layer of government bureaucracy. Many jurisdictions would continue with their own tests for their local code
- possible erosion of training standards. Training would be directed toward passing the test rather than acquiring a thorough knowledge of food protection and sanitation procedure
- other certification requirements. National certification could lead to other requirements for certification, such as a "national foodservice worker" examination
- unanswered questions by FDA concerning the length of certification, re-certification procedure and re-certification costs and
- more pressing needs. FDA should use its funds to better train inspectors for uniform inspection procedures, which currently vary considerably.

What you can do: Please contact Food and Drug Administration (FDA) officials Sanford A. Miller, Ph.D. and Frank E. Young, M.D., Ph.D. Urge them to stop the development of a uniform national certification test for foodservice handlers because it would impose more bureaucracy and more cost without demonstrated benefits to the public.

Emphasize that foodservice is safer today than at any time in history—a result of the foodservice industry working with local health officials to meet local code requirements.

By writing to the officials at the addresses listed below, you will be able to influence their decision before final policy is created. Please write now.

- **Sanford A. Miller, Ph.D**
  Director
  Center for Food Safety and Applied Nutrition
  200 C Street, S.W.
  Washington, DC 20201
- **Frank E. Young, M.D., Ph.D.,**
  Commissioner
  Food and Drug Administration
  Parklawn Building
  5600 Fishers Lane
  Rockville, MD 20857

lier this year, gave a rousing presentation on the state of the economy. He lambasted Congress for its fiscal irresponsibility and faulted the administration for dismissing the serious nature of the budget deficit.

Hollings also warned that the severity of the deficit problem may force Congress to combine all the different tax reform proposals now under consideration into one giant reform package.

Immigration bill dies as Congress adjourns

The NRA-opposed immigration reform bill, which passed both the House and Senate, never emerged from conference committee and died with the final recess of the 98th Congress on Oct. 12.

Conferees were deadlocked on a House-passed amendment which would have prevented employers from discriminating against aliens who obtained legal status with the bill.

The amendment, offered by Rep. Barney Frank (D-MA), would have allowed discrimination victims to file complaints against employers before a new Justice Department agency, the U.S. Immigration Board. Senate conferees objected to the amendment on the grounds that it would discriminate in favor of aliens.

The immigration bill, representing almost a decade of work, would have been the most comprehensive change in the immigration laws in 30 years. It is expected that similar legislation will be reintroduced early in the 99th Congress.

Central kitchens bill signed into law

In a significant victory for NRA, the bill to exempt restaurant central kitchens from USDA inspection was signed into law on Oct. 17.

The NRA-backed law eliminates duplicative federal inspection of meat and poultry products when a restaurant kitchen prepares ready-to-eat food for sale at other restaurants owned or operated by the same company.

NRA has worked toward passage of this law for the past two years, noting in recent testimony that central kitchens are already inspected by state and local authorities. NRA also argued that the inspection laws governing central kitchens were written specifically for large meat-packing facilities and not for smaller operations.

These inspection laws required central kitchen facilities to meet special equipment and building regulations. They also required detailed labeling of products and prior approval of recipes.

With the elimination of these costly and restrictive inspection requirements, NRA expects more small operators to take advantage of the opportunity to expand their operations in the same city by opening a central kitchen facility.

—Jay Morris and Michelle Rabayda

THE LAW

Two important legal victories for NRA foodservice industry

by Clyde L. Griffith
NRA Chief Counsel

Two federal courts have adopted long-held NRA views on two problems of critical importance to the foodservice industry. The issues relate to (1) use of the meal credit in payment of wages and (2) the application of the Equal Access to Justice Act.

1. The meal credit issue

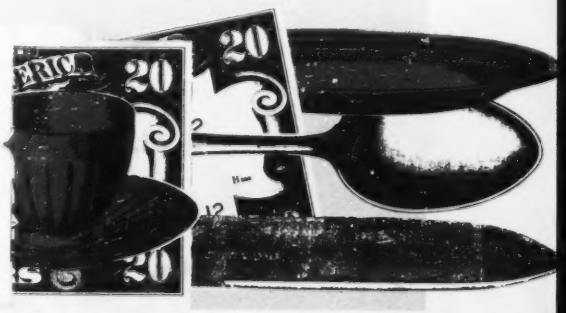
The Fair Labor Standards Act (FLSA) provides that an employer who furnishes meals to employees may reduce cash wages by an amount equal to the reasonable cost of the meals furnished. For example, if you furnish your employees meals worth 20 cents per hour worked, then the current $3.35 per hour minimum wage can be paid as follows: $3.15 in cash and 20 cents in meal credit.

There are no other conditions that must be met before the meal credit can be taken.

However, the Department of Labor (DOL), following its regulation on meal credits (29 CFR 531.30), established four tests that must be met to qualify for a meal credit:

1. The employee's acceptance of the meal credit system must be voluntary and uncoerced.
2. The employer must agree to the amount taken as a meal credit.
3. Acceptance of the meal credit cannot be made a condition of employment either at the time of employment or at any time thereafter. From time to time the employee must be given the opportunity to option in or option out of the system.
4. For each employee the employer must retain records of all meals—who ate the meal and its actual value.

NRA has always taken the position that the conditions placed by DOL on the taking of the meal credit were illegal because they amounted to an unauthorized rewriting of the law. Only Congress can re-write the law.



The Davis Brothers Case . . .

One of the first court cases to rule on the meal credit issue involved an NRA member, Davis Brothers Inc., Atlanta, GA.

The Davis company operates motels, cafeterias and restaurants in Georgia, Florida and Tennessee. Prior to January 1, 1980, Davis paid at least the minimum wage in cash to all hourly foodservice employees and permitted them to purchase meals at one half the retail price.

On January 1, 1980, Davis instituted a new policy. Employees were permitted to select food from a limited portion of the regular menu but no longer directly paid for their meals. Instead, Davis deducted 25 cents or 35 cents per hour from their wages as the reasonable cost of the meals provided. This deduction resulted in some employees receiving less than the minimum wage in cash wages.

The deductions were made a condition of employment regardless of an employee's wishes and eating habits.

As a result of a DOL compliance audit, the employer was found to be in violation of the law because receipt of the meals by the employee was not voluntary and uncoerced. The employer had never obtained the consent of his employees before initiating the meal credit system.

The U.S. District Court, Northern District of Georgia, reviewed the Davis Brothers case and agreed with the DOL position. (*Davis Bros., Inc., v. Marshall* C 80-970, Sept. 17, 1981)

This decision was appealed by Davis Brothers, Inc. NRA participated in this appeal by providing a "friend of the court" *amicus curiae* brief.

On March 21, 1983, the 11th U.S. Circuit Court of Appeals, Atlanta, GA, considered the Davis Brothers appeal. It adopted the long-held NRA view on the meal credit, ruling that the federal minimum wage law (Section 3[m]) allows an employer a credit for the reasonable cost of meals "customarily furnished" to employees. The court held that

(1) the term "customarily furnished" in the law permitting meal credits means "regularly provided" by the employer and not "voluntarily accepted" by the employees and

(2) employers are allowed to take a credit on components of the minimum wage obligation for meals regularly provided even if the employees are not given the option to take cash instead (*Davis Brothers, Inc. v. Donovan* No. 81-7775, March 21, 1983).

Subsequent to the Davis Brothers, Inc. case, the same meal credit issue was considered by the 5th U.S. Circuit Court of Appeals, New Orleans, LA. On August 1, 1983 that court ruled the same as the Atlanta court—that employee approval of a meal credit system was not necessary. (*Miller Properties, Inc. v. Donovan*, No. 82-3722, August 1, 1983).

On April 27, 1984 the U.S. District Court for Colorado (Denver) considered a similar meal credit case and ruled that no employee approval was necessary. (*Donovan V. Venture Management, Inc.*, No. 84-1928, April 27, 1984).

DOL filed an appeal of that decision to the 10th U.S. Circuit Court of Appeals, and NRA moved to file another *amicus curiae* brief. On October 3, 1984, DOL moved to dismiss its appeal and announced informally that in the near future it will issue an official information letter on the meal credit issue that will eliminate the employee approval requirement.

Thus three years of litigation has resulted in an important legal victory. Finally, the NRA position on meal credits will be adopted.

2. Equal access to justice—The Cross Keys Inn case

The FLSA makes a distinction between wages paid to management and non-management employees. Managers—or executives—are exempt from the minimum wage and overtime and can be paid by salary. Under the lengthy provisions of the regulations (29 Code of Federal Regulation, Part 541) an employee who (1) earns at least $250.00 per week, (2) supervises at least two other persons and (3) whose primary duty is management of an establishment or department of that establishment qualifies as an exempt executive.

Early in 1981 the definition of exempt employees became a legal issue. At that time DOL conducted a labor compliance audit of the Cross Keys Inn, Glenshaw, PA. That establishment employed a chief chef to be in charge of the kitchen area. He was paid in excess of $250.00 per week and supervised at least two other employees at all times. The chief chef was fully qualified by training and experience to qualify for the management status. DOL's compliance officer arbitrarily disqualified the chief chef, recomputed his pay on an hourly basis with overtime pay and demanded approximately $2000 in unpaid wages.

On March 31, 1981, the NRA intervened by letter on behalf of Cross Keys Inn, and asked the DOL Wage and Hour Administrator to review and correct the compliance officer's ruling. NRA's request was denied, and DOL brought action in the U.S. District Court to recover the alleged unpaid wages. NRA moved immediately to assist Cross Keys Inn in its legal defense.

After two years of extensive pre-litigation activity (interrogations and discovery), DOL re-examined its case against Cross Keys Inn as NRA had asked on March 10, 1981. The court case was dismissed.

NRA then asked the court to order DOL to pay Cross Key's attorney fees under authority of The Equal Access to Justice Act (EAJA) (28 U.S.C. 2412), because DOL was never *substantially justified* in pursuing the case. On July 26, 1984, the court agreed and ordered DOL to pay (*Donovan v. Cross Keys Inn*, C81-1978, July 26, 1984).

This decision is a substantial win for the foodservice industry and for NRA for several reasons:

(1) So far as we can ascertain this is the first EAJA award ever obtained against DOL in a wage and hour case. The court said unequivocally that DOL was not *substantially justified* in pursuing this case.

(2) While the court refused to hold specifically that the government engaged in bad faith, the opinion nevertheless reflects little doubt that the court felt that DOL's conduct throughout was questionable and suspect.

(3) DOL had argued against an award because NRA was not the "real party in interest." The court summarily rejected this argument. This means that a trade association can come to the defense of its members, as NRA did, and obtain fees and expenses under EAJA if appropriate.

THE BOARD ROOM

1984 U.S. Culinary Team scores big at international competition

The 1984 U.S. Culinary Team brought home the gold from the International Culinary Competiton or "culinary olympics" held in Frankfurt, West Germany, October 12 to 18, 1984.

Of the 28 nations assembled for this world-class culinary competition, the United States was the only country to win two first place prizes in the three main areas of competition: hot food presented cold, cold platters and hot food. The United States placed first in cold platters and hot food, winning the latter competition with two native American recipes—Loin of Lamb Wyoming and Seafood Sausage Virginia.

Members of the 1984 U.S. Culinary Team during the hot food competition at the International Culinary Competition in Frankfurt, Germany.

The United States set a new world record as the only country to win the prestigious hot food competition two times in a row.

Ferdinand Metz, manager of the U.S. team and president of the Culinary Institute of America in Hyde Park, NY, remarked that the key to the U.S. team's success was its strong team spirit and its cooking concept of developing sophisticated dishes which reveal, rather than disguise, the food involved. The U.S. Culinary Team has come to be known as the initiator of the now popular trend of displaying food cleanly, artistically and colorfully.

U.S. team members also entered daily individual platter competitions, which brought them a total of 19 gold, three silver and two bronze medals. Other U.S. chefs competing in the competition won well over 20 additional gold medals, bringing the United States total to over 40 golds. With a total of 50 chefs from the U.S., the per capita gold earned was the highest of any country at the competiton.

U.S. regional teams winning special gold medals for their strong performance were Houston, TX, and St. Augustine, FL, whose members won at least five gold medals. Among the outstanding performers on these teams were Siegfried Eisenberger of the Opryland Hotel in Nashville, TN, who won three gold medals, and Gunther Heiland of the Dupont Hotel in Wilmington, DE, who won two golds, one of which was for an all-chocolate scale model of the U.S. Capitol.

Cheering the team on were NRA President Harris Machus (Harris O. Machus Enterprises, Birmingham, MI), Past Presidents John Dankos (Dankos Enterprises, Inc., Richmond, VA) and Thad Eure, Jr. (The Angus Barn Ltd., Raleigh, NC) and Board Members Ernest Royal (Royals Hearthside, Rutland, VT) and Harry Knowles (The Manor, West Orange, NJ).

Commenting on the team's performance at the competition, NRA President Harris Machus said, "They were magnificent. I was proud to represent NRA at this major culinary event and to know that, in a small way, our sponsorship helped make it possible."

—Dorothy Dee

NRA Board honors Larry Hilaire

During the Fall Board Meeting in Washington, DC, the NRA Board honored Oregon restaurateur and NRA Past President Larry Hilaire with a commemorative plaque recognizing his contribution to the foodservice industry during 50 years of membership in the association. NRA President Harris O. Machus (Harris O. Machus Enterprises, Birmingham, MI) presented Hilaire with a walnut plaque on behalf of the NRA Board.

A member of NRA since 1934, Hilaire served as president of the association in 1957 and has held positions of prominence in the organization throughout his years of membership.

NRA President Harris O. Machus (left) presents Oregon restaurateur Larry Hilaire with a plaque recognizing his contribution to the foodservice industry during 50 years of membership in the association. NRA Executive Vice President William P. Fisher looks on.

CHILDREN

Building blocks to market loyalty

by Anne Papa

A young couple recently took their two small children to dinner at a renowned restaurant. Their reception at the door was decidedly cool. There was no high chair for the little one, and the waiter frowned at their request for a children's menu. His aloof manner kept the family squirming throughout the meal, and they left without ordering dessert.

A week later the family went out to dinner again, this time to a restaurant the oldest child had heard of at school. The hostess greeted them with a smile and a menu for each of the kids. Their waiter recommended dishes he was certain the children would enjoy and was patient and attentive as they placed their orders. Dessert was served in colorful plastic bowls the kids could save and collect.

Which restaurant will those children insist on visiting again and again? Which restaurant will they tell their friends about, encouraging *them* to bring *their* parents? And, finally, which restaurant will they loyally patronize as adults?

Children are becoming an independent, powerful market segment of the foodservice industry. Their influence can be measured in sheer numbers; baby-boomers—the population group born in the 1940s and 1950s—are finally beginning to have children of their own. First births are expected to exceed 1.5 million annually in the next few years, and second births should come not far behind. This "baby boomlet" will restructure the marketplace.

Treating children with respect . . .

Restaurateurs nationwide are getting ready. They are developing company policies and creating promotions to cultivate the children's market.

These measures are not necessarily elaborate or expensive; often it takes nothing more than a little extra attention or a small token to make a child happy. And where there's one happy child, others (and their parents) are sure to follow.

"Treat kids as you would treat adults," advises Paul Andries, manager of one of three Family Buggy Restaurants in the Detroit, MI, area. As the name implies, Family Buggy Restaurants are family-style dinner houses where, as Andries puts it, the carpets are washable and spills are easily cleaned up. "Children are among our most valued customers," says Andries. "We keep families coming back by treating children with respect."

The company's family-oriented philosophy is incorporated into all aspects of the restaurant's operations. Servers are particularly solicitous of younger guests, offering them special dishes and encouraging them to order for themselves. Additionally, the Family Buggy spends approximately $1.20 per child on buttons, stickers and favors, given to all children as souvenirs of their visit.

Special menus and kids meals . . .

Above all, Andries says the Family Buggy's most effective tool in securing family business has been its children's menu. The Family Buggy's menu doubles as a coloring book. It is presented with a set of crayons to each child who enters the restaurant. Meals are more enjoyable because kids are occupied and entertained. And parents appreciate the discount prices the menu offers. Thus they are more likely to order a separate meal for their youngsters.

A children's menu does discourage sharing of adult meals, says Tom Frets, general manager of the Market Cafe Restaurant in Seattle, WA. "A child isn't content to eat off his parent's plate. When he has his own menu, he wants his own meal." Although children represent only five percent of the clientele at the Market Cafe Restaurant, they receive special attention. In fact, the restaurant's children's menu is so imaginative that it earned a grand prize award in NRA's 21st annual Great Menu Contest (see ***NRA NEWS,*** May 1984).

The charm of the Market Cafe's menu is in its simplicity. It is printed in black ink on a white paper bag. On one side, the menu is written in a child's handwriting; on the other side, a drawing has a caption that says, "Color me at the market." Inside the bag are all the tools a young guest will need—balloons, crayons, and an artist's smock, which can double as a bib without being too obvious.

As part of a program to boost family business, Kenny King's Family Restaurants in Cleveland, OH, publish a bi-monthly newspaper menu for children. The newspapers contain activities designed to encourage parent involvement—from questions about food groups to a menu math corner where children can tally their own bills. The menu itself is printed on the back of each issue with titles that reflect the newspaper theme, from "morning edition" (breakfast items) to "final edition" (dinner items) and "extra extra" (desserts).

Many fast food restaurants have developed their own version of the children's menu. Brightly-packaged "kiddie meals" usually include a small sandwich, french fries, soft drink and a toy, and are available at a fraction of the a la carte cost. Often the children's meal boxes are produced as a collectible series, thereby encouraging repeat business.

Atlanta-based Arby's, Inc., is one company which developed a prepackaged children's meal—more as a convenience for adults than as a treat for children. "Parents are more likely to bring their kids if a complete children's meal is available to them," explains Arby's Marketing Communications Manager Pat Snyder. Since the introduction of Arby's Adventure Meals a year ago, the company's primarily adult market has expanded to include more families with children.

The entertainment factor . . .

Restaurateurs who court the children's market are often catering to their adult customers. "Dining with children can be a uniquely enjoyable experience," says Paul Andries of the Family Buggy. "But it can also present some unique problems. We do what we can to alleviate those problems. By taking it upon ourselves to entertain the fidgety or unruly child, we allow parents to enjoy their meal *and* the company of their children." In addition to the Family Buggy's coloring book/menu, Andries says children are kept busy exploring the many early American antiques that decorate the restaurant. "We encourage them to look, touch and ask questions about what they see," he says.

Other restaurants have taken the Family Buggy concept one step further—providing on-site entertainment as well as food. Sometimes the entertainment is in the form of a playground. At other establishments it features video games and/or a musical stage show.

Even when there is no on-site entertainment, a restaurant can enhance a family's dining experience with special attention. Janice White, co-owner of the Rustic Timbers in Sibley, IA, says the restaurant has a distinct family orientation. Children under five eat free, and the staff is especially attentive to their needs. When unruly situations arise, White says she does not hesitate to intervene. Often it takes nothing more than the firm, authoritative voice of a stranger to calm a crying or rambunctious child, thus making the meal more enjoyable for everyone.

Special occasions and promotions . . .

By providing a solicitous, welcoming environment for families, an operator builds repeat business. Beyond the day-to-day operations, however, creative promotions can go far to attract family business.

Holidays and birthdays lend themselves to festive, profitable celebrations. Family Dining, Inc., owners of 18 Burger King franchises near Philadelphia, PA, has built a reputation for festive birthday parties at one of its stores. At the Oxford Valley, PA, Burger King, there are 20 to 25 birthday parties each week. The birthday child is given a Burger King crown and a free meal, and the meals of his or her guests are available at discount rates. Party favors, decorations and a birthday cake complete the package. "Kids love it because it's all done for them," says Lewis, "and parents love

it because they don't have to clean up the mess."

At the Rustic Timbers, Christmas—the perennial favorite of young and old—is celebrated with a host of promotional activities. The highlight of last year's season was a special "Breakfast with Santa Claus," held two weeks before Christmas. Five giant Christmas trees and almost 4,000 decorations and lights set the stage for the jolly old man's visit. Janice White says the affordable cost of the breakfast contributed greatly to the success of this promotion. The Rustic Timbers also sponsored a "Toys for Tots" program, collecting toys for needy children and distributing them at a special Christmastime dinner at the restaurant.

At Mr. Fables Systems, 14 cafeteria-style establishments in the Grand Rapids, MI, area, Halloween is the red letter day. The holiday's approach is marked by a special award-winning promotion that features Halloween light sticks with all children's meals. On Halloween night, children who carry the lime-green, glowing sticks are easily spotted by motorists. The safety of young trick-or-treaters is enhanced, and the entire city knows where the light sticks came from.

Another effective means of reaching the children's market is through the schools. Tavern 190, Inc., owners of six Round Table Pizza franchises in the San Jose, CA, area, has implemented an achievement award program at all locations. Teachers and coaches at area schools present the awards to students who have demonstrated outstanding academic or athletic achievement. Each award recipient is given a framable certificate of merit and a coupon for a free pizza. "The word-of-mouth business this program has generated is unbelievable," says Rich Carlson, director of marketing for Tavern 190. "It's as though we have the whole school system behind us." Carlson estimates that at least 60 elementary, junior high and high schools in the Santa Clara Valley are currently participating in the program at no cost to the school system.

Competitive promotions are also popular with school children. Whataburger, Inc., (Corpus Christi, TX) sponsored a program last summer that encouraged reading by awarding any child, who completed a 10-book reading list, a free Whataburger, Jr., Country Kitchen International, Inc., (Minneapolis, MN) sponsored a national creative writing contest last winter. Entry blanks were available at all Country Kitchen locations, and the contest winner received a home computer and software package.

Finally, many operators advertise in the media. Target audiences vary; Pizza Time Theatre (Sunnyvale, CA), for instance, runs television ads on Saturday mornings, when young viewership is high. On the other hand, Arby's multimedia campaign appeals directly to the adult market, promoting Adventure Meals as an adult convenience. Each restaurateur must determine which target audience—adults, children or a combination of both—is most appropriate for attracting family business to his or her establishment.

In sum . . .

As the significance of the children's market increases, so does the need for restaurateurs to respond to it. Children's menus, entertainment and holiday promotions all strengthen the foodservice operator's reputation among children and families. And a solid reputation established now could mean profit and prosperity in the years ahead. ❑

Kids & food

Social manners in the dining room . . .

"The notion that children naturally misbehave in restaurants is false," says Paula Person, founder of The Children's Spoon, a program in Chicago, IL, that teaches children the basics of social etiquette. "Generally, a little discipline and reinforcement of social values is all it takes. Children love to dress up, go to a fancy restaurant and behave like adults."

The Children's Spoon is geared toward children between the ages of 4 and 14. It teaches manners and ease in a variety of social situations, including restaurant dining. The proper use of a dinner napkin (opened halfway and laid across one's lap), which fingers to use when picking up a tea sandwich (thumb and index) and correct posture at the table are examples of the details covered. The six-week course culminates in a child/parent high tea, where students are able to demonstrate their acquired skills. The teas are held at some of Chicago's finest restaurants and hotels.

. . . and food preparation in the kitchen

Frog legs, escargot, filet mignon and croissants are just some of the delicacies prepared by children enrolled in "Cooking for Kids," held at New York's Hotel Intercontinental.

Restaurants and institutions that sponsor cooking classes for children are finding that children are exceptional students, quick to learn and eager to experiment. Is this indicative of a new awareness among children about the importance of food preparation? Does it mean children are becoming more sophisticated about the food they eat?

Perhaps. But more likely, they're just having a lot of fun. Melanie Illian, director of public relations at Hotel Intercontinental, says that although kids enrolled in the course do enjoy preparing exotic dishes, their favorites are still spaghetti, hamburgers and ice cream. And at the Cooking and Hospitality Institute of Chicago, children's courses stick to basic dishes, such as pizza or fruit salad, leaving the gourmet dishes to adults.

TARGETING TODAY'S BABY BOOM MARKET

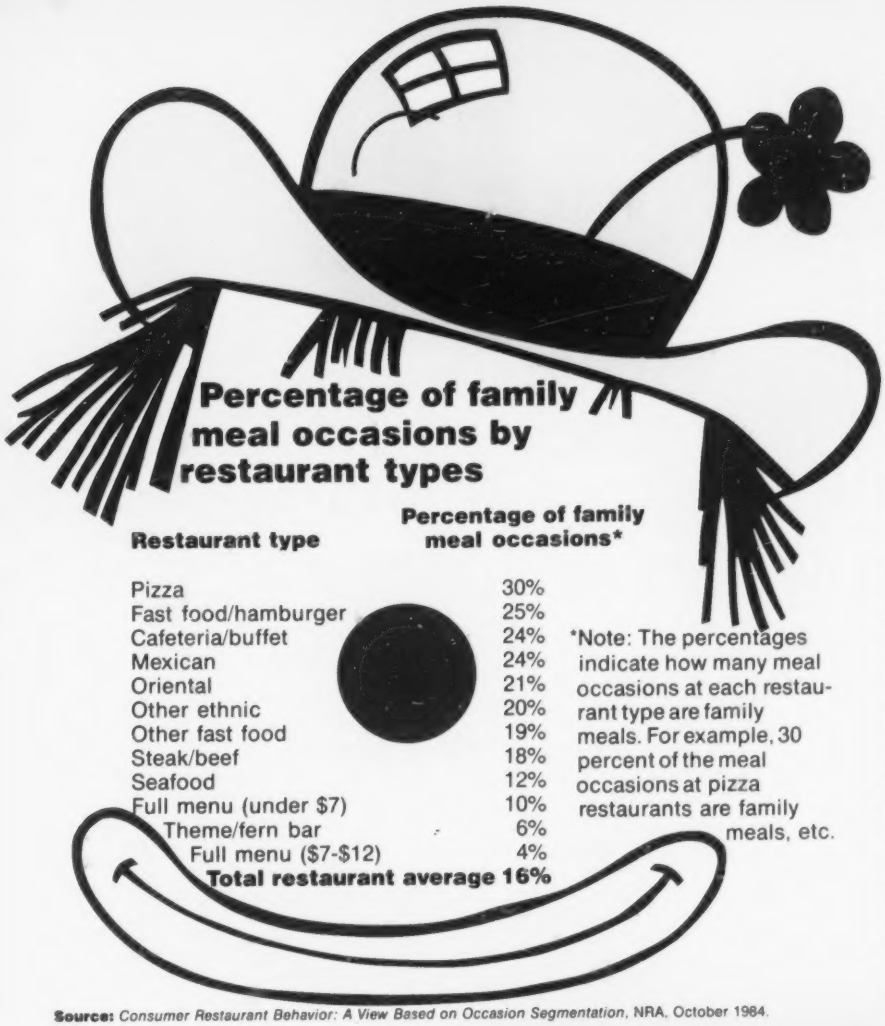
by Cecelia Niepold

Restaurateurs paid a great deal of attention to families and children during the 1950s and 1960s. They had to. The number of small children skyrocketed during the post World War II baby boom. As the baby boom generation grew up and the number of young customers grew smaller, restaurateurs focused less on small children and more on their maturing customers.

Now, however, the baby boomers are creating a second baby boom as they have children of their own. The number of families with young children is again growing rapidly, and restaurateurs may want to focus on this expanding market segment. The following article highlights some of the specific characteristics of households with young children to help operators more effectively target today's baby boomlet.

Why should restaurateurs focus on the current baby boom? There are opportunities in a number of different areas. Key factors include

- **Population gains:** The number of children under five is expected to jump 17.4 percent during the 1980s, and the number of five to 14 year olds will increase 9.5 percent by the end of the century.
- **Working mothers:** In 1960 only 30 percent of all women with children worked. Today more than half of all mothers work, and the proportion is expected to grow. This means convenience will continue to be a top priority for families with working mothers. They will dine out more often and demand a variety of take-out options.
- **Household characteristics:** Individuals are marrying later and having fewer children. Consequently, households with children today have higher incomes. Parents are further along in their careers. This translates into more money to spend on dining out. Also, eating out is an everyday occurence for today's parents—not a luxury.
- **Spending patterns:** Households with children under six spend a fairly good portion of their food budget on dining out—30 percent. This indicates households with young children are a good market for restaurateurs.
- **Children's influence:** Children have a substantial influence on their fami-



Percentage of family meal occasions by restaurant types

Restaurant type	Percentage of family meal occasions*
Pizza	30%
Fast food/hamburger	25%
Cafeteria/buffet	24%
Mexican	24%
Oriental	21%
Other ethnic	20%
Other fast food	19%
Steak/beef	18%
Seafood	12%
Full menu (under $7)	10%
Theme/fern bar	6%
Full menu ($7-$12)	4%
Total restaurant average	**16%**

*Note: The percentages indicate how many meal occasions at each restaurant type are family meals. For example, 30 percent of the meal occasions at pizza restaurants are family meals, etc.

Source: *Consumer Restaurant Behavior: A View Based on Occasion Segmentation*, NRA, October 1984.

For example, 30 percent of the meal occasions at pizza restaurants are family meals. Other popular eating spots for families are fast food restaurants, cafeterias and buffets. A quarter of the meal occasions at these restaurants are family meals.

Interestingly, many families choose ethnic restaurants when dining out. Almost a quarter of all visits to Mexican restaurants are for family meals. Similarly, one in five meal occasions at Oriental or other ethnic restaurants are family meals.

At the other end of the spectrum, consumers are less likely to choose full menu, seafood or theme restaurants for family meals.

A CREST study based on data reported between December 1981 and May 1982 presents information about family dining out behavior with a slightly different focus. It emphasizes that among the basic restaurant categories (fast food, family and atmosphere), children under 13 years old are most likely to visit fast food restaurants when dining out. The study shows that fast food restaurants account for a whopping four out of 10 children dining occasions. Children also visit fast food restaurants more frequently than any other restaurant type—6.1 times per month.

Family restaurants account for a slightly smaller percentage of children's decisions to dine out—especially at fast food and family restaurants. For instance, 26.7 percent of the children dining at fast food restaurants influenced the decision to eat out, and 37.6 percent helped select the restaurant. Restaurateurs may want to consider children's preferences when targeting the family market.

- **Restaurant loyalty:** Households with children are more likely to have favorite restaurants than other customers. More than six out of 10 households with children under 13 years old have favorite restaurants. Restaurateurs may want to foster this loyalty to encourage more consistent patronage.

Where do families with children dine out? . . .

Families with young children seem to dine at certain types of restaurants more frequently than others, according to NRA's new study *Consumer Restaurant Behavior: A View Based on Occasion Segmentation.*

Primary reasons consumers with children under 13 years old dine out

Reason	Fast food	Family
Convenience*	45.5%	51.5%
Lack of time	34.1%	7.4%
Simple enjoyment	5.1%	24.5%
Celebrate an event	0.7%	4.8%
Other	14.6%	11.8%
Total	**100%**	**100%**

*(convenient restaurant location or didn't want to cook)

Source: *Consumer Expectations with Regard to Dining Out*, NRA, November 1983.

dren's dining out experiences—three out of 10. Families with children under 13 also visit family restaurants fairly often, averaging almost four visits per month.

Children are much less likely to visit atmosphere restaurants. Upscale restaurants account for only 12 percent of the total restaurant visits by children under 13 years of age. Households with children dine at atmosphere restaurants somewhat infrequently—2.5 times per month.

CREST data and the NRA occasion segmentation study both emphasize families' interest in convenient and quick service restaurants, but they also show families are apt to visit restaurants with varied and different menus.

Since families with children visit fast food and family restaurants most frequently, the remainder of this article will focus on families' dining patterns at these restaurant types. Parents do dine at upscale restaurants, but usually choose these occasions for dining without their children.

Why do consumers with children dine out? . . .

Consumers with young children, like most Americans, dine out for a variety of reasons and are apt to visit different restaurants for different occasions. Understanding the reasons behind customers' decisions to eat out with their children can help restaurateurs more effectively target this segment.

For instance, many families with young children dine at fast food restaurants for convenience or to save time. The NRA study *Consumer Expectations with Regard to Dining Out* points out that 46 percent of families with children under 13 years of age versus 41 percent of the total respondent group said convenience ("convenient restaurant" or "didn't want to cook") was their primary reason for dining at a fast food restaurant. Saving time is comparatively less important to families with young children. Approximately 34 percent of these families reported saving time was a major concern, compared with 40 percent of the total consumer group.

A large percentage of consumers with young children also visit family restaurants for convenience reasons—five out of 10. Only 7.4 percent of the families reported that saving time was their primary reason for visiting a family restaurant. Both of these percentages approximate responses by the total consumer group.

Simple enjoyment is another major reason many families visit family restaurants. Almost a quarter of the respondents with children under 13 years of age dined at a family restaurant for that reason—again, very similar to most respondents. On the other hand, almost five percent visited family restaurants to celebrate an event—a fairly small percentage, but twice the average consumer rate.

What do families with young children look for in a dining experience? . . .

Once consumers make the decision to dine out, they must choose a particular restaurant. That choice is often based on whether a restaurant provides the specific ingredients a consumer is looking for in a dining experience.

NRA's study on consumer restaurant behavior points out some general restaurant characteristics consumers look for when dining out for a family meal. Patrons were particularly interested in factors such as a casual atmosphere, quick service, good take out service, menu items that youngsters like and good amenities for children. They appreciate a children's menu or things that entertain youngsters, such as a coloring placemat or puzzle.

Another NRA study, *How Consumers Make the Decision to Eat Out*, also asked respondents to rate the importance of various qualities when choosing a restaurant. The following are the qualities families rated significantly higher than most consumers at two of the three major restaurant types.

Fast food restaurant qualities
- nutritious food
- friendly service
- expected cost of meal
- fast service

Family restaurant qualities
- nutritious food

Percentage of consumers giving "very important" ratings to restaurant qualities

Restaurant quality	Households with children under 13	Total respondents
Fast food restaurants		
Friendly service	49.2%	43.0%
Fast service	40.7%	37.9%
Nutritious food	28.8%	24.4%
Expected cost of total meal	34.0%	29.1%
Menu variety	13.2%	15.3%
Family restaurants		
Nutritious food	46.2%	34.7%
Expected cost of total meal	32.3%	26.8%
Menu variety	30.8%	26.9%
Fast service	28.5%	26.8%
Price of menu items	28.3%	21.1%

Source: *How Consumers Make the Decision to Eat Out*, NRA, August 1982.

- menu variety
- expected cost of meal
- prices of individual items

In general, families seem very concerned with providing nutritious food for their children at all restaurant types. Friendly and fast service is particularly important at fast food restaurants. Cost considerations also play a large role in family decisions to dine at fast food and family restaurants. Menu variety is not quite as important to families dining at fast food restaurants, but it is a significant consideration at family establishments.

When do children dine out? . . .

According to the CREST study, dinner is the most popular meal for restaurant visits by children. The evening meal accounted for 44 percent of total restaurant visits by children under six years old and almost half of the visits by six to 12 year olds.

Lunch is also a popular meal. Lunch accounted for nearly three out of 10 total restaurant visits by youngsters under 13 years old.

Children are much less likely to eat out for snacks. Snacks accounted for 15.3 percent of total restaurant visits among children under six and 15.8 percent of the six to 12 year old group. Breakfast is eaten away from home least often—less than one in 10 children ate out for the morning meal.

The *Consumer Expectations with Regard to Dining Out* study shows which meals customers usually eat at different restaurant types. For instance, half of the households with children under 13 usually eat lunch at fast food restaurants. Just over 41 percent of families with children (41.2 percent) usually eat dinner at fast food establishments. This is larger than the average consumer group (36.5 percent). This suggests that households with children are a particularly good market for fast food restaurateurs trying to build their dinner business.

At family restaurants and atmosphere establishments dinner is the overwhelmingly favorite meal occasion for family patrons. At family restaurants, two-thirds of the families with children usually eat out for dinner and more than nine out of 10 visit atmosphere restaurants for dinner. Both these proportions approximate the average consumer pattern.

What do children eat when dining out? . . .

Most restaurateurs realize that hamburgers, french fries and pizza are among children's top choices when dining out. Looking at the kinds of items children are more apt to order can help operators more effectively serve their young patrons.

To give restaurateurs a better picture of children's preferences when dining out, here are results of the December 1981-May 1982 CREST study, which point out the menu items children six to 12 years of age order more often than most consumers:

Breakfast items
- waffles and pancakes
- donuts or sweet rolls
- bacon and sausage
- juice
- milk

Lunch items
- hamburgers, cheeseburgers
- hot dogs
- chicken
- pizza
- french fries
- soft drinks
- milk
- ice cream

Dinner items
- hamburgers, cheeseburgers
- pizza
- french fries
- milk
- soft drinks
- ice cream

In general, children are less likely to order the following items than most customers
- breakfast sandwiches
- omelets or other eggs
- seafood/fish
- steak/ground beef/prime rib
- side dish salads

In sum . . .

Families of the 1980s present definite opportunities for restaurateurs. They generally have higher incomes, less time or desire to cook at home and a greater willingness to dine out than families of the 1950s. The challenge facing restaurateurs is to provide a convenient, high quality, reasonably-priced and entertaining dining experience for both parents and children. ❑

Tips for capturing more family business

- **Appeal to the kids.** Children have a great deal of influence on parents' decisions to dine out and can be loyal patrons.
- **Entertainment.** Offer puzzles or crayons to color menus or paper tablecloths. Bring in a clown for a day—anything to entertain young children and prevent restlessness.
- **Breakfast.** Emphasize breakfast as an ideal meal for parents and children to spend time together—a leisurely weekend brunch or even a quick breakfast before work and school.
- **Specials.** Offer specials geared around children's favorite foods, such as hamburgers or french fries.
- **Menus.** Develop whimsical children's menus with smaller portions and lower prices to appeal to children's imagination as well as parents' budgets.
- **Nutrition.** Offer well-balanced, complete meals for children and point out the vitamins, minerals and major food groups included in your items. Be sure to substantiate any nutritional claims, however.
- **Facilities.** Make sure high chairs, booster chairs or even bibs are available to make dining out as easy as possible for parents.
- **Convenience.** Emphasize convenience factors, such as speedy service and a wide range of take out items for busy parents on the go.
- **Children's parties.** Develop a convenient arrangement for children's parties. This is an effective way to promote your facilities.
- **Separate dining areas.** Create a special area for kids. This can keep other customers from being disturbed and make the children feel special.
- **Day Care Centers.** Restaurateurs can tap a whole new market by providing food for the growing number of day care centers.

RESTAURANT BUDGETING

Step by Step

Many restaurateurs do not look forward to preparing a yearly budget. But it doesn't have to be a dreaded process as this step-by-step approach to restaurant budgeting demonstrates.

by Maurice P. Minno and Rohit Bhayana

Budgeting is a financial plan. It is a forecast of the sales your restaurant can achieve and the expenses required to achieve those sales. The budgeting process is comprised of three distinct phases, each one deriving information from the one before:

- **the evaluation phase,** which makes sense of your restaurant's past performance and identifies those factors that may influence the future
- **the planning phase,** which uses the information compiled during the evaluation to forecast the budget and
- **the control phase,** which uses the budget cost during planning to keep track of monthly performance.

The evaluation phase

During the evaluation phase you analyze both the external factors (outside of your control) that influence the restaurant's business and the internal factors (within your control) that determine the future performance of the restaurant.

The external factors include your restaurant's sales generators, competition, community events and the local economy. Also included are items that may affect the expense side of the financial statement, such as actions by local governments, utility companies and labor unions. Although you have very little control over these items, you nevertheless have to account for them when casting the budget.

The most important of the external factors are the sales generators. The sales generators are the office buildings, residential areas, schools and any other business or gathering of people that may generate sales for the restaurant. You need to discover and categorize each one of these, by speaking with and listening to patrons, surveying the local area to determine current and future sources of business and by visiting the local chamber of commerce or city planning commissions to learn of any new developments, such as office buildings, that may be on the planning boards. Each one of the sales generators should be identified and categorized and special characteristics should be noted, such as age groups, estimated income levels, in-house eating facilities and hours of operation. This information will then be used as a reference when the budget is developed.

Evaluating competitors . . .

The second step of the external evaluation process is to analyze your restaurant's competitors. What the competition is doing will greatly affect your restaurant's potential sales volume. You should visit each competitive restaurant and obtain answers to the following questions:

1. **What menu prices are charged, and how do they compare to your restaurant?** If you discover that your competition is charging higher prices for similar menu items, you may be able to raise your prices and increase your sales. Of course, you would have to consider how guest counts may drop if prices are increased.
2. **What portion sizes are being served?** Obviously, you cannot carry a portion scale with you and weigh food portions before you eat them. But you can compare the competition's portion sizes to your own. Based on these observations, you can determine if your portion sizes are appropriate. You may find that your portion sizes are considerably larger than those of your competitors. Thus you may be able to cut back on portions served.
3. **What types of marketing strategies are competitive restaurants undertaking?** You should regularly read newspapers and monitor other media, such as radio, to gain insight into your competitors' marketing strategies and to determine if your own marketing budget is adequate.
4. **What is unique and attractive about each competitive restaurant?** The reasons why people go to a certain restaurant over others are very difficult to quantify. However, you must make an attempt to discover what makes each of your competitors "tick." Is it the magnetism of the

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owner, the decor, ambiance or menu items? You can then use these findings to evaluate which of your strengths could be incorporated into your restaurant.

The third step in the external evaluation process is to analyze local community events. You should know when each major event takes place so you can judge what effect, if any, it could have on your sales. Community events include such activities as local church bazaars, festivals, carnivals and rock concerts. Usually a calendar of such events can be obtained from your local visitors bureau.

Evaluating the economic conditions . . .

The fourth step of the external evaluation process is to analyze economic conditions outside of your restaurant. You must investigate the stability of suppliers, utility companies, the local government and other such entities to determine if any changes in their financial performance will affect your business. Some questions you need to ask include:

1. **How is the economy progressing?** Are conditions expected to get better or worse? In each case, how will the changes affect your business?
2. **Will local utility companies be increasing prices?** Price increases will affect your restaurant's utility expenses.
3. **What is the financial stability of your suppliers?** Are any of them threatening to go out of business, thus forcing your restaurant to buy from other suppliers whose products may be more expensive?
4. **Are any major increases in foods or other costs anticipated that may greatly affect your restaurant's sales?**

Analyzing internal financial data . . .

Once all the external factors have been compiled and analyzed, the next step is to analyze your internal financial data. The internal data that should be analyzed are:

1. profit and loss statements
2. employee schedules
3. average checks and
4. guest counts.

The picture of a restaurant's financial health is usually the profit and loss statement. If available, you should use at least three statements from previous years for this step. Each line on the statement needs to be analyzed. One of the better methods of analysis is called trend analysis. Trend analysis involves taking each line of the statement and calculating the percentage and dollar changes from year to year.

For example, between years one and two, a restaurant's sales may have increased from $700,000 to $800,000. The increase is $100,000 and amounts to a 14.3 percent increase ($100,000 divided by the base of $700,000 times 100). If food cost increased from 35 percent to 38 percent, the cost has increased by 8.6 percent (three percentage points difference, divided by the 35 percent base times 100). Similarly, the trends of all other line items are calculated. To assist with the trend analysis process, a form with columns for dollar changes and percentage changes

Comparative Financial Statements Worksheet

Date prepared: _____

	YR.			YR.				YR.			
Sales	$		%*	$		%*	** CHG.	$		%*	*** CHG.
Food											
Beverage											
Banquet											
Other											
Total sales											
Cost of Sales											
Food											
Beverage											
Other											
Total cost of sales											
Gross profit											
Controllables											
Payroll											
Payroll taxes and benefits											
Direct operating expenses											
Music & entertainment											
Advertising & promotion											
Utilities											
Administration & general											
Repairs & maintenance											
Total controllables											
Profit before occupation costs											
Occupation costs											
Profit before depreciation											
Depreciation											
Profit before income tax											
Income tax											
Net profit											

*The percentage columns are percentages of total sales.

**Use the first year as a base. Subtract the second year from the first year, divide by the base and multiply by 100 to obtain the percentage change. For sales items, use the dollar change to calculate the percentage change. For expense items, use the percentage to sales.

***The changes for year three are calculated by using year two as a base.

Note: *(1) All negative trends, such as decreasing sales or increasing costs, should be starred or circled with a red pencil to highlight the problem.*

(2) The process is repeated the next year using the additional year's financial data and omitting the least recent statement.

Date prepared: _____
Year: _____
Month: _____

Budget Worksheet

Sales****	Budget Figures $	Budget Figures %**	Actual Figures* $	Actual Figures* %**	Variance*** $	Variance*** %	Comments (Reasons for variances)
Food							
Beverage							
Banquet							
Other							
Total sales							
Cost of Sales							
Food							
Beverage							
Banquet							
Other							
Total cost of sales							
Gross profit							
Controllables							
Payroll							
Payroll taxes and benefits							
Direct operating expenses							
Music & entertainment							
Advertising & promotion							
Utilities							
Administration & general							
Repairs & maintenance							
Total controllables							
Profit before occupation costs							
Occupation costs							
Profit before depreciation							
Depreciation							
Profit before income tax							
Income tax							
Net profit							

*As each month ends, actual figures are written onto form.
**The percentage columns are percentages of total sales.
***For each item in the variance column, the actual dollars are subtracted from the budgeted dollars to calculate the dollar variance. The dollar change is divided by the budgeted amount and multiplied by 100 to calculate the variance percentage. Decreases in sales items and increases in costs should be highlighted with a red pencil and classified as either significant or insignificant, as described in the article.
****Use information from sales projection worksheet.

should be developed. See the accompanying worksheet for ideas.

After all the variances from year to year have been calculated, you must judge whether the trends are favorable or unfavorable. What may at first analysis seem a favorable trend—such as decreasing food cost—may be unfavorable if the decrease is at the expense of smaller portion sizes or less expensive ingredients, which lead to decreasing guest counts.

You also must determine if this trend is significant. A food cost increase from 36 percent to 36.1 percent should not be cause for alarm, while an increase from 36 percent to 40 percent should cause concern. Each variance that is both unfavorable and significant should become a subject for the planning phase in which methods are generated to return unfavorable variance items to a favorable status.

The second source of internal factors that should be evaluated is employee schedules. One typical schedule for each month should suffice. The schedule should include scheduled hours, wage rates and actual hours worked with actual wages paid. The schedules are combined with other information, such as anticipated wage increases or additions to staff, to forecast the labor for the year.

The third source of internal information for the evaluation phase analysis is average check size and guest counts. Both of these statistics should be maintained for each meal period on a daily basis.

A trend analysis follows, reflecting percentage and dollar changes. The trends are then judged as either favorable or unfavorable. The results of the analysis become the bases for projections in the planning phase.

The planning phase

Once you have completed the evaluation phase, most of your work is done. The next step is to take all the information and the analysis of the evaluation phase to cast the budget so you will have the following:

1. anticipated sales and expenses for the year and for each month of the year
2. the achievable level of profit
3. an indication of when during the year cash shortages or cash excesses may occur and
4. a road map that functions as a control upon the financial performance of the operation.

Projecting sales figures . . .

The first step in the planning phase is the projection of sales. You should use the analysis of the external and internal factors in the evaluation process to arrive at projected sales figures. The projections should be made for each typical day of the week dur-

ing each month of the year. For example, if January of the budgeted year has five Mondays, the number five is multiplied by the projected average check and by the projected guest counts to obtain the sales for all Mondays in the month of January. The process is repeated for each day of the week and each month. The figures for the 12 months are added to obtain the year's forecasts. (See accompanying worksheet.)

The step-by-step budgeting recipe

Step one
The evaluation phase

1. Evaluate the sales generators
2. Evaluate the competition
3. Evaluate community activities
4. Evaluate other economic factors
5. Evaluate the restaurant's internal financial data

Step two
The planning phase

1. Plan the sales
2. Plan food cost and beverage cost
3. Plan payroll cost
4. Plan controllable expenses
5. Plan other expenses
6. Plan the profit level

Step three
The control phase

1. Control through comparisons of actual results to budgeted amounts
2. Control through evaluating significant variances and determining causes of the variances
3. Control through timely reactions upon significantly unfavorable variances

Both food sales and beverage sales may be forecast using the same methods. However, cover counts for beverage sales are often not available. In that case, the beverage sales can be projected by using a historical ratio of food sales to beverage sales. The forecast may be adjusted to reflect information that was analyzed in the evaluation phase. Other sales, such as banquet sales, can also be projected using similar techniques.

The second step in the planning phase is the forecasting of the cost of goods sold. The cost of goods sold is the cost of food items and the cost of beverages. Again, the information analyzed in the evaluation phase forms the basis for future predictions. If the food cost percentage has been increasing, you can forecast an increase at the same percentage. If, however, you plan to reduce portion sizes or use less expensive ingredients, you can forecast a decrease in the cost.

Forecasting the payroll . . .

The third step in the planning phase is to forecast the payroll. Based on the new sales projections, staff levels may have to be changed and wages and salaries may have to be adjusted as well. After accounting for these changes, you should forecast payroll cost for a typical week during each month and multiply that week's cost by the number of weeks in the month to obtain a monthly cost. Employee benefits and payroll taxes are added on as a percentage of total sales based on historical analysis and any projected increases.

The fourth step in the planning phase is to forecast controllable expenses. Controllable expenses consist of direct operating expenses, music and entertainment, advertising and promotion, utilities, administrative and general expenses and repairs and maintenance. A description of each expense can be found in *The Uniform System of Accounts for Restaurants** available through the National Restaurant Association. As before, base your projections on the previous years' analysis and any other facts discovered during the evaluation phase.

The controllable expenses are normally projected at a percentage of total sales, except for music and entertainment and advertising and sales promotion expenses, which may be forecast as dollar amounts based on your plans and current practices. For example, if you plan to hire a harp player, be sure to reflect this added expense under music and entertainment.

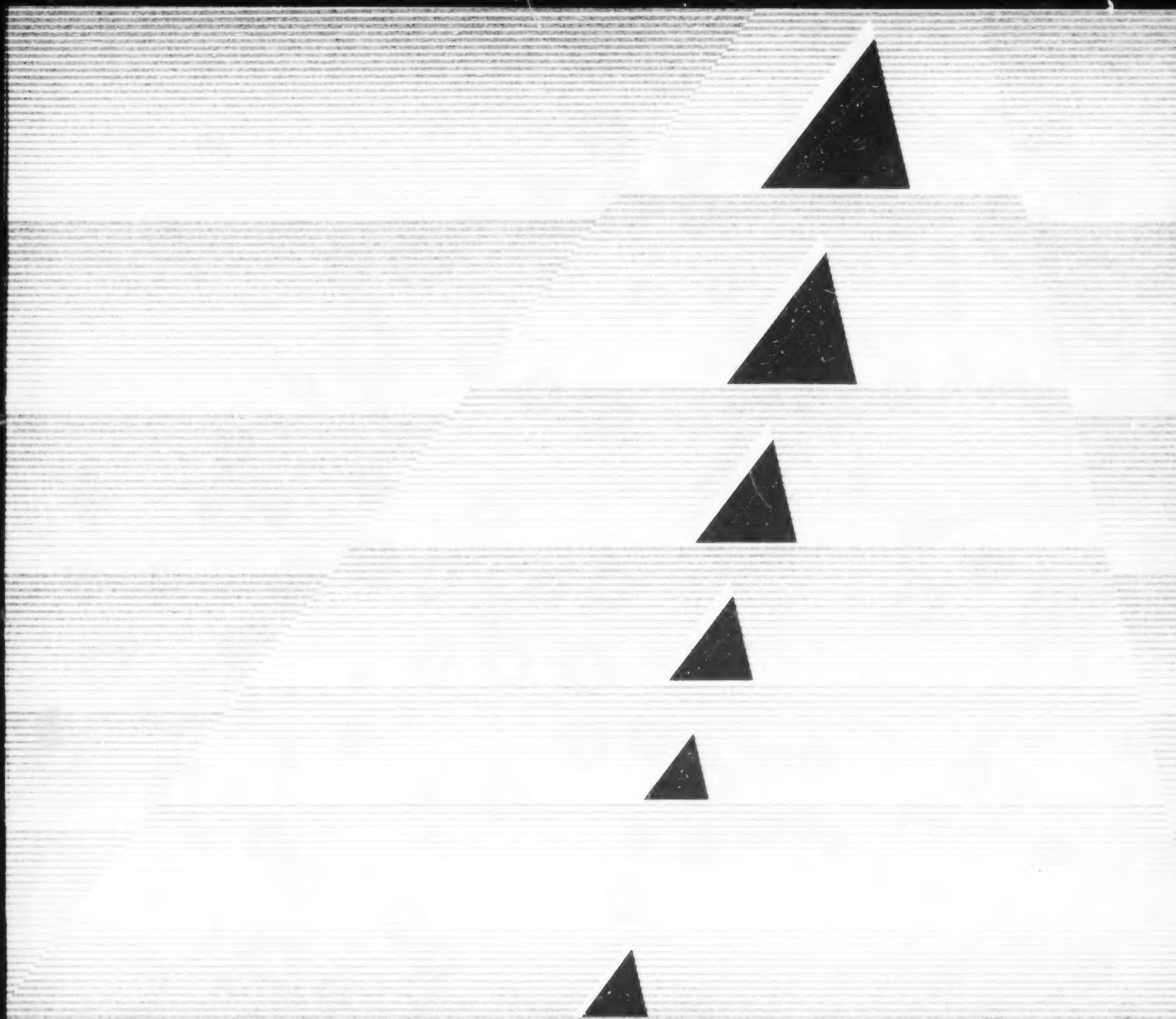
The fifth step of the planning phase is to forecast non-controllable expenses or occupation costs, such as rent, property taxes, insurance and other taxes excluding income tax.

**The Uniform System of Accounts for Restaurants* has been revised in 1983. It is available for $14.95 plus $2.00 for postage and handling. Pre-paid orders should be sent to NRA, 311 First St., N.W., Washington, DC 20001.

Year: _____
Meal period: _____

Sales Projection Worksheet

MONTH		JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.
SUN.	Number of days												
	× Average check												
	× Guest count												
	Total												
MON.	Number of days												
	× Average check												
	× Guest count												
	Total												
TUES.	Number of days												
	× Aver[illegible] check												
	[illegible]												
	[illegible]												



SIX MONTH SEMINAR SCHEDULE

SEMINARS

JANUARY-JUNE 1985

NATIONAL RESTAURANT ASSOCIATION

INTRODUCTION

The National Restaurant Association is pleased to present its January–June 1985 Education Programs Schedule. You'll note some dramatic changes in our programming—all designed to better meet the needs of the industry. At the forefront of these changes is the decision to catagorize our programs to make it easier for you to plan your educational calendar.

Basic instruction on specific foodservice skills remains at the foundation of our educational programs. These basic or introductory courses fall appropriately within the category *Basic Foodservice Courses*. The programs in this series are among our more popular seminars, however, numerous operators have told us that costs have prohibited them from sending multiple attendees. In response, NRA has reduced the price of these basic seminars to a very affordable level.

In our second category—*Food Production Courses*—we focus on the topic which is the lifeblood of your operation—food preparation. As always, we will continue to provide the most professional and current information in every area of food production.

The third major category—*Foodservice Management Courses*—offers a variety of seminars aimed at a more advanced or specialized audience.

This breakdown should make it easier to plan an educational seminar calendar for you and your staff in 1985. But don't stop there—we have even more for you. We are offering two excellent national conferences—the National Management Conference for Independent Operators and the second National Conference on Computers in Foodservice. These forums offer you an opportunity to explore two important segments of our industry.

Please remember, we will be happy to provide you more detailed information on any of the programs which interest you. Let us help you plan for growth.

BASIC FOODSERVICE COURSES

Basic Supervision in Foodservice

1/22	Tucson, AZ
2/26	Covington, KY
3/5	Kansas City, MO
4/9	Wilmington, DE
6/11	Orlando, FL
6/26	Seattle, WA

Computers in Foodservice: A Primer

4/23	Denver, CO
5/18	Chicago, IL
6/3	Boston, MA
6/10	Philadelphia, PA
6/25	Minneapolis, MN

Dining Room Management

1/16	Frederick, MD
1/24	Pittsburgh, PA
2/12	Dallas, TX
2/13	Salt Lake City, UT
2/19	Los Angeles, CA
3/13	Cherry Hill, NJ
3/20	Reston, VA
4/3	Des Moines, IA
4/16	Albany, NY
4/18	Meadowlands, NJ
4/22	Savannah, GA
4/24	Pompano Beach, FL
5/7	Greensboro, NC
5/14	Halifax, Nova Scotia, Canada
5/19	Chicago, IL
6/17	Annapolis, MD
6/19	Jackson, MS

Increasing Foodservice Productivity

2/18	Los Angeles, CA
4/19	Portland, OR
4/22	Kansas City, MO
5/18	Chicago, IL
6/18	Westchester, NY

Kitchen Management

1/22	San Diego, CA
1/24	Reno, NV
2/13	Springfield, VA
3/5	Allentown, PA
3/7	Providence, RI
3/19	Rockville, MD
3/21	Rochester, NY
4/2	Burlington, VT
4/4	Manchester, NH
4/9	Atlanta, GA
4/10	Houston, TX
4/14	Bismarck, ND
4/16	Detroit, MI
5/9	St. Louis, MO
5/19	Chicago, IL
6/10	Orlando, FL
6/19	Hartford, CT

Opening a Restaurant: Before You Start Cooking . . .

2/26	Rochester, NY
3/12	Indianapolis, IN
5/19	Chicago, IL
6/3	Lexington, KY
6/26	Grand Rapids, MI

People-power and Profits

3/27	Oklahoma City, OK
4/10	Cleveland, OH
5/29	Williamsburg, VA

Tools for Training

2/11	Dallas, TX
2/26	Springfield, MA
2/28	Baltimore, MD
3/19	Knoxville, TN
3/21	Louisville, KY
4/16	Richmond, VA
4/18	Milwaukee, WI
5/9	Omaha, NE

FOOD PRODUCTION COURSES

American Regional Cookery

2/5	Atlanta, GA
4/23	Minneapolis, MN
4/25	Denver, CO
5/7	Portland, OR
5/9	Seattle, WA

The Pantry: Prep for Profit

2/18	Los Angeles, CA
2/20	Seattle, WA
4/17	Milwaukee, WI
6/11	Orlando, FL

Perfecting Your Culinary Skills

2/19	Los Angeles, CA
2/21	Chicago, IL
3/19	Portland, OR
3/21	Seattle, WA
4/2	St. Louis, MO
6/5	Hyannis, MA

Simplified Baking Workshop

2/12	Dallas, TX
3/26	Wichita, KS
3/28	Minneapolis, MN
6/6	Detroit, MI

Soups & Sauces

1/15	Los Angeles, CA
2/11	Dallas, TX
2/13	Oklahoma City, OK
3/12	Meadowlands, NJ
3/14	Detroit, MI
6/10	Orlando, FL
6/12	Columbia, SC

Computers in Foodservice: Advanced

4/24	Denver, CO
5/19	Chicago, IL
6/4	Boston, MA
6/11	Philadelphia, PA
6/26	Minneapolis, MN

Creative Merchandising Techniques

2/27	Las Vegas, NV
3/6	New Orleans, LA
3/13	Concord, NH
4/16	Boston, MA
5/18	Chicago, IL
6/24	Cincinnati, OH

Food Cost Management

2/19	Columbus, OH
2/21	Long Island, NY
3/25	Toronto, Ontario, Canada
4/9	Lancaster, PA
4/11	Portland, ME
4/30	Tulsa, OK
5/2	Little Rock, AR
6/25	Madison, WI
6/27	Billings, MT

Hospitality Workshop

1/29-30	Boston, MA	Full Service
2/6-7	Nashville, TN	Full Service
4/22-23	Long Island, NY	Full Service
4/24-25	Long Island, NY	Fast Food
5/7-8	Minneapolis, MN	Full Service

Location! Location! Location! How to Successfully Negotiate and Finance Your New Operation

1/14-15	Los Angeles, CA
3/6-7	Dallas, TX
4/1-2	San Francisco, CA

Menu Development

1/24	Denver, CO
3/10	Washington, DC
4/17	Philadelphia, PA
4/23	Charlotte, NC
5/18	Chicago, IL
6/19	Norfolk, VA

Off-Premise Catering

1/21-22	Indianapolis, IN
2/11-12	Dallas, TX
3/25-26	Philadelphia, PA
4/29-30	Columbus, OH
5/6-7	San Francisco, CA
6/3-4	Portland, OR
6/24-25	Denver, CO

Operational Analysis

2/26-27	Las Vegas, NV
5/1-2	Boston, MA
5/18-19	Chicago, IL
6/5-6	Los Angeles, CA

Planning and Implementing Restaurant Marketing Strategy

1/22-23	Cincinnati, OH
3/19-20	Boston, MA
4/16-17	Baltimore, MD
5/18-19	Chicago, IL
6/10-11	Orlando, FL

Restaurant Design & Facilities Planning

2/18-19	Los Angeles, CA
3/4-5	Tampa, FL
5/18-19	Chicago, IL

National Conferences

1/27-30	National Management Conference for Independent Operators New Orleans, LA
3/24-27	National Conference on Compuiers in Foodservice Las Vegas, NV

Guarantee—*If you are not satisfied that the knowledge gained at the seminar is useful and will help you to do a better job, we will give you a full refund of your entire seminar fee. If you should feel the need to request such a refund, please write within 10 days of your course attendance to: Larry Fidel, Education Programs, National Restaurant Association, 311 First St., N.W., Washington, DC 20001.*

Continuing education credit—*The International Food Service Executives Association (IFSEA), the Hospital, Institution e² Educational Food Service Society (HIEFSS) and the American Culinary Federation (ACF) have approved NRA's courses for continuing education credit.*

Tax deductible—*Your attendance at this NRA seminar is tax deductible, according to Treasury Regulation 1.162-5.*

Discount for multiple attendance—*When two or more attendees register from the same company, each will receive a discount off the regular registration fee.* ***Special discounts available for larger groups.***

In-House Programs

If you are a small to mid-sized multi-unit operator of restaurants, hotels or fast food outlets, in-house seminar presentations are ideal for you. For more information see "Seminars to Go" above the registration form.

REGISTRATION FEE

Basic Foodservice Courses

(No discount applies)

Member*	Non-member
$95	$125

Food Production Courses

Number of people attending from your organization	Member*	Non-member
One person	$145	$185
Two or more	$130 ea.	$170 ea.

Foodservice Management Courses

One-day seminars	Member*	Non-member
One person	$145	$185
Two or more	$130 ea.	$170 ea.
Two-day seminars		
One person	$310	$390
Two or more	$270 ea.	$350 ea.

*NRA or co-sponsoring state association

NRA SEMINARS BY STATE
JANUARY– JUNE 1985

Canada

3/25	Food Cost Management	Toronto, Ontario
5/14	Dining Room Management	Halifax, Nova Scotia

Arizona

1/22	Basic Supervision in Foodservice	Tucson

Arkansas

5/2	Food Cost Management	Little Rock

California

1/14-15	Location! Location! Location! How to Successfully Negotiate and Finance Your New Operation	Los Angeles
1/15	Soups and Sauces	Los Angeles
1/22	Kitchen Management	San Diego
2/18	Increasing Foodservice Productivity	Los Angeles
2/18	The Pantry: Prep for Profit	Los Angeles
2/19	Dining Room Management	Los Angeles
2/19	Perfecting Your Culinary Skills	Los Angeles
2/18-19	Restaurant Design & Facilities Planning	Los Angeles
4/1-2	Location! Location! Location! How to Successfully Negotiate and Finance Your New Operation	San Francisco
5/6-7	Off-Premise Catering	San Francisco
6/5-6	Operational Analysis	Los Angeles

Colorado

1/24	Menu Development	Denver
4/23	Computers in Foodservice: A Primer	Denver
4/24	Computers in Foodservice: Advanced	Denve
4/25	American Regional Cookery	Denver
6/24-25	Off-Premise Catering	Denver

Connecticut

6/19	Kitchen Management	Hartford

Delaware

4/9	Basic Supervision in Foodservice	Wilmington

District of Columbia

1/16	Dining Room Management	Frederick, MD
2/13	Kitchen Management	Springfield, VA
3/10	Menu Development	Washington, DC
3/19	Kitchen Management	Rockville, MD
3/20	Dining Room Management	Reston, VA

Florida

3/4-5	Restaurant Design & Facilities Planning	Tampa
4/24	Dining Room Management	Pompano Beach
6/10	Kitchen Management	Orlando
6/10	Soups and Sauces	Orlando
6/10-11	Planning and Implementing Restaurant Marketing Strategy	Orlando
6/11	Basic Supervision in Foodservice	Orlando
6/11	The Pantry: Prep for Profit	Orlando

Georgia

2/5	American Regional Cookery	Atlanta
4/9	Kitchen Management	Atlanta
4/22	Dining Room Management	Savannah

Illinois

2/21	Perfecting Your Culinary Skills	Chicago

In addition we will hold the following seminars at the NRA Show in Chicago, May 18–19

5/18	Computers in Foodservice: A Primer
5/18	Creative Merchandising Techniques
5/18	Menu Development
5/18	Increasing Foodservice Productivity
5/18-19	Planning and Implementing Restaurant Marketing Strategy
5/18-19	Restaurant Design & Facilities Planning
5/18-19	Operational Analysis
5/19	Computers in Foodservice: Advanced
5/19	Opening a Restaurant: Before You Start Cooking . . .
5/19	Kitchen Management
5/19	Dining Room Management

Indiana

1/21-22	Off-Premise Catering	Indianapolis
3/12	Opening a Restaurant: Before You Start Cooking . . .	Indianapolis

Iowa

4/3	Dining Room Management	Des Moines

Kansas

3/26	Simplified Baking Workshop	Wichita

Kentucky

2/26	Basic Supervision in Foodservice	Covington
3/21	Tools for Training	Louisville
6/3	Opening a Restaurant: Before You Start Cooking . . .	Lexington

Louisiana

1/27-30	National Management Conference for Independent Operators	New Orleans
3/6	Creative Merchandising Techniques	New Orleans

Maine

4/11	Food Cost Management	Portland

Maryland

1/16	Dining Room Management	Frederick
2/28	Tools for Training	Baltimore
3/19	Kitchen Management	Rockville
4/16-17	Planning and Implementing Restaurant Marketing Strategy	Baltimore
6/17	Dining Room Management	Annapolis

Massachusetts

1/29-30	Hospitality Workshop: Full Service	Boston
2/26	Tools for Training	Springfield
3/19-20	Planning and Implementing Restaurant Marketing Strategy	Boston
4/16	Creative Merchandising Techniques	Boston
5/1-2	Operational Analysis	Boston
6/3	Computers in Foodservice: A Primer	Boston
6/4	Computers in Foodservice: Advanced	Boston
6/5	Perfecting Your Culinary Skills	Hyannis

Michigan

3/14	Soups and Sauces	Detroit
4/16	Kitchen Management	Detroit
6/6	Simplified Baking Workshop	Detroit
6/26	Opening a Restaurant: Before You Start Cooking . . .	Grand Rapids

Minnesota

3/28	Simplified Baking Workshop	Minneapolis
4/23	American Regional Cookery	Minneapolis
5/7-8	Hospitality Workshop: Full Service	Minneapolis
6/25	Computers in Foodservice: A Primer	Minneapolis
6/26	Computers in Foodservice: Advanced	Minneapolis

Mississippi

6/19	Dining Room Management	Jackson, MS

Missouri

3/5	Basic Supervision in Foodservice	Kansas City
4/2	Perfecting Your Culinary Skills	St. Louis
4/22	Increasing Foodservice Productivity	Kansas City
5/9	Kitchen Management	St. Louis

Montana

6/27	Food Cost Management	Billings

Nebraska

5/9	Tools for Training	Omaha

Nevada

1/24	Kitchen Management	Reno
2/26-27	Operational Analysis	Las Vegas
2/27	Creative Merchandising Techniques	Las Vegas
3/24-27	National Conference on Computers in Foodservice	Las Vegas

New Hampshire

3/13	Creative Merchandising Techniques	Concord
4/4	Kitchen Management	Manchester

New Jersey

3/12	Soups and Sauces	Meadowlands
3/13	Dining Room Management	Cherry Hill
4/18	Dining Room Management	Meadowlands

New York

2/21	Food Cost Management	Long Island
2/26	Opening a Restaurant: Before You Start Cooking . . .	Rochester
3/21	Kitchen Management	Rochester
4/16	Dining Room Management	Albany
4/22-23	Hospitality Workshop: Full Service	Long Island
4/24-25	Hospitality Workshop: Fast Food	Long Island
6/18	Increasing Foodservice Productivity	Westchester

North Carolina

4/23	Menu Development	Charlotte
5/7	Dining Room Management	Greensboro

North Dakota

4/14	Kitchen Management	Bismarck

Ohio

1/22-23	Planning and Implementing Restaurant Marketing Strategy	Cincinnati
2/19	Food Cost Management	Columbus
4/10	People-power and Profits	Cleveland
4/29-30	Off-Premise Catering	Columbus
6/24	Creative Merchandising Techniques	Cincinnati

Oklahoma

2/13	Soups and Sauces	Oklahoma City
3/27	People-power and Profits	Oklahoma City
4/30	Food Cost Management	Tulsa

Oregon

3/19	Perfecting Your Culinary Skills	Portland
4/19	Increasing Foodservice Productivity	Portland
5/7	American Regional Cookery	Portland
6/3-4	Off-Premise Catering	Portland

Pennsylvania

1/24	Dining Room Management	Pittsburgh
3/5	Kitchen Management	Allentown
3/25-26	Off-Premise Catering	Philadelphia
4/9	Food Cost Management	Lancaster
4/17	Menu Development	Philadelphia
6/10	Computers in Foodservice: A Primer	Philadelphia
6/11	Computers in Foodservice: Advanced	Philadelphia

Rhode Island

3/7	Kitchen Management	Providence

South Carolina

6/12	Soups and Sauces	Columbia

Tennessee

2/6-7	Hospitality Workshop: Full Service	Nashville
3/19	Tools for Training	Knoxville

Texas

2/11	Soups and Sauces	Dallas
2/11	Tools for Training	Dallas
2/12	Dining Room Management	Dallas
2/12	Simplified Baking Workshop	Dallas
2/11-12	Off-Premise Catering	Dallas
3/6-7	Location! Location! Location! How to Successfully Negotiate and Finance Your New Operation	Dallas
4/10	Kitchen Management	Houston

Utah

2/13	Dining Room Management	Salt Lake City

Vermont

4/2	Kitchen Management	Burlington

Virginia

2/13	Kitchen Management	Springfield
3/20	Dining Room Management	Reston
4/16	Tools for Training	Richmond
5/29	People-power and Profits	Williamsburg
6/19	Menu Development	Norfolk

Washington

2/20	The Pantry: Prep for Profit	Seattle
3/21	Perfecting Your Culinary Skills	Seattle
5/9	American Regional Cookery	Seattle
6/26	Basic Supervision in Foodservice	Seattle

Wisconsin

4/17	The Pantry: Prep for Profit	Milwaukee
4/18	Tools for Training	Milwaukee
6/25	Food Cost Management	Madison

NRA SEMINARS BY DATE

JANUARY–JUNE 1985

January

1/14-15	Location! Location! Location! How to Successfully Negotiate and Finance Your New Operation	Los Angeles, CA
1/15	Soups and Sauces	Los Angeles, CA
1/16	Dining Room Management	Frederick, MD
1/21-22	Off-Premise Catering	Indianapolis, IN
1/22	Basic Supervision in Foodservice	Tucson, AZ
1/22	Kitchen Management	San Diego, CA
1/22-23	Planning and Implementing Restaurant Marketing Strategy	Cincinnati, OH
1/24	Menu Development	Denver, CO
1/24	Dining Room Management	Pittsburgh, PA
1/24	Kitchen Management	Reno, NV
1/27-30	National Management Conference for Independent Operators	New Orleans, LA
1/29-30	Hospitality Workshop: Full Service	Boston, MA

February

2/5	American Regional Cookery	Atlanta, GA
2/6-7	Hospitality Workshop: Full Service	Nashville, TN
2/11-12	Off-Premise Catering	Dallas, TX
2/11	Soups and Sauces	Dallas, TX
2/11	Tools for Training	Dallas, TX
2/12	Dining Room Management	Dallas, TX
2/12	Simplified Baking Workshop	Dallas, TX
2/13	Soups and Sauces	Oklahoma City, OK
2/13	Dining Room Management	Salt Lake City, UT
2/13	Kitchen Management	Springfield, VA
2/18-19	Restaurant Design & Facilities Planning	Los Angeles, CA
2/18	Increasing Foodservice Productivity	Los Angeles, CA
2/18	The Pantry: Prep for Profit	Los Angeles, CA
2/19	Food Cost Management	Columbus, OH
2/19	Dining Room Management	Los Angeles, CA
2/19	Perfecting Your Culinary Skills	Los Angeles, CA
2/20	The Pantry: Prep for Profit	Seattle, WA
2/21	Food Cost Management	Long Island, NY
2/21	Perfecting Your Culinary Skills	Chicago, IL
2/26	Opening a Restaurant: Before You Start Cooking . . .	Rochester, NY
2/26	Basic Supervision in Foodservice	Covington, KY
2/26-27	Operational Analysis	Las Vegas, NV
2/26	Tools for Training	Springfield, MA
2/27	Creative Merchandising Techniques	Las Vegas, NV
2/28	Tools for Training	Baltimore, MD

March

3/4-5	Restaurant Design & Facilities Planning	Tampa, FL
3/5	Basic Supervision in Foodservice	Kansas City, MO
3/5	Kitchen Management	Allentown, PA
3/6-7	Location! Location! Location! How to Successfully Negotiate and Finance Your New Operation	Dallas, TX
3/6	Creative Merchandising Techniques	New Orleans, LA
3/7	Kitchen Management	Providence, RI
3/10	Menu Development	Washington, DC
3/12	Opening a Restaurant: Before You Start Cooking . . .	Indianapolis, IN
3/12	Soups and Sauces	Meadowlands, NJ
3/13	Creative Merchandising Techniques	Concord, NH
3/13	Dining Room Management	Cherry Hill, NJ
3/14	Soups and Sauces	Detroit, MI
3/19-20	Planning and Implementing Restaurant Marketing Strategy	Boston, MA
3/19	Kitchen Management	Rockville, MD
3/19	Perfecting Your Culinary Skills	Portland, OR
3/19	Tools for Training	Knoxville, TN
3/20	Dining Room Management	Reston, VA
3/21	Perfecting Your Culinary Skills	Seattle, WA
3/21	Kitchen Management	Rochester, NY
3/21	Tools for Training	Louisville, KY
3/24-27	National Conference on Computers in Foodservice	Las Vegas, NV
3/25-26	Off-Premise Catering	Philadelphia, PA
3/25	Food Cost Management	Toronto, Ontario, Canada
3/26	Simplified Baking Workshop	Wichita, KS
3/27	People-power and Profits	Oklahoma City, OK
3/28	Simplified Baking Workshop	Minneapolis, MN

April

4/1-2	Location! Location! Location! How to Successfully Negotiate and Finance Your New Operation	San Francisco, CA
4/2	Kitchen Management	Burlington, VT
4/2	Perfecting Your Culinary Skills	St. Louis, MO
4/3	Dining Room Management	Des Moines, IA
4/4	Kitchen Management	Manchester, NH
4/9	Food Cost Management	Lancaster, PA
4/9	Kitchen Management	Atlanta, GA
4/9	Basic Supervision in Foodservice	Wilmington, DE
4/10	People-power and Profits	Cleveland, OH
4/10	Kitchen Management	Houston, TX
4/11	Food Cost Management	Portland, ME
4/14	Kitchen Management	Bismarck, ND
4/16-17	Planning and Implementing Restaurant Marketing Strategy	Baltimore, MD
4/16	Creative Merchandising Techniques	Boston, MA
4/16	Kitchen Management	Detroit, MI
4/16	Dining Room Management	Albany, NY
4/16	Tools for Training	Richmond, VA
4/17	Menu Development	Philadelphia, PA
4/17	The Pantry: Prep for Profit	Milwaukee, WI
4/18	Tools for Training	Milwaukee, WI
4/18	Dining Room Management	Meadowlands, NJ
4/19	Increasing Foodservice Productivity	Portland, OR
4/22-23	Hospitality Workshop: Full Service	Long Island, NY
4/22	Increasing Foodservice Productivity	Kansas City, MO
4/22	Dining Room Management	Savannah, GA
4/23	Menu Development	Charlotte, NC
4/23	American Regional Cookery	Minneapolis, MN
4/23	Computers in Foodservice: A Primer	Denver, CO
4/24-25	Hospitality Workshop: Fast Food	Long Island, NY
4/24	Dining Room Management	Pompano Beach, FL
4/24	Computers in Foodservice: Advanced	Denver, CO
4/25	American Regional Cookery	Denver, CO
4/29-30	Off-Premise Catering	Columbus, OH
4/30	Food Cost Management	Tulsa, OK

May

5/1-2	Operational Analysis	Boston, MA
5/2	Food Cost Management	Little Rock, AR
5/6-7	Off-Premise Catering	San Francisco, CA
5/7	Dining Room Management	Greensboro, NC
5/7	American Regional Cookery	Portland, OR
5/7-8	Hospitality Workshop: Full Service	Minneapolis, MN
5/9	American Regional Cookery	Seattle, WA
5/9	Tools for Training	Omaha, NE
5/9	Kitchen Management	St. Louis, MO
5/14	Dining Room Management	Halifax, Nova Scotia, Canada
5/18	Computers in Foodservice: A Primer	Chicago, IL
5/18	Creative Merchandising Techniques	Chicago, IL
5/18	Menu Development	Chicago, IL
5/18	Increasing Foodservice Productivity	Chicago, IL
5/18-19	Planning and Implementing Restaurant Marketing Strategy	Chicago, IL
5/18-19	Restaurant Design & Facilities Planning	Chicago, IL
5/18-19	Operational Analysis	Chicago, IL
5/19	Computers in Foodservice: Advanced	Chicago, IL

5/19	Opening a Restaurant: Before You Start Cooking . . .	Chicago, IL
5/19	Kitchen Management	Chicago, IL
5/19	Dining Room Management	Chicago, IL
5/29	People-power and Profits	Williamsburg, VA

June

6/3	Opening a Restaurant: Before You Start Cooking . . .	Lexington, KY
6/3	Computers in Foodservice: A Primer	Boston, MA
6/3-4	Off-Premise Catering	Portland, OR
6/4	Computers in Foodservice: Advanced	Boston, MA
6/5	Perfecting Your Culinary Skills	Hyannis, MA
6/5-6	Operational Analysis	Los Angeles, CA
6/6	Simplified Baking Workshop	Detroit, MI
6/10	Kitchen Management	Orlando, FL
6/10	Soups and Sauces	Orlando, FL
6/10	Computers in Foodservice: A Primer	Philadelphia, PA
6/10-11	Planning and Implementing Restaurant Marketing Strategy	Orlando, FL
6/11	Computers in Foodservice: Advanced	Philadelphia, PA
6/11	Basic Supervision in Foodservice	Orlando, FL
6/11	The Pantry: Prep for Profit	Orlando, FL
6/12	Soups and Sauces	Columbia, SC
6/17	Dining Room Management	Annapolis, MD
6/18	Increasing Foodservice Productivity	Westchester, NY
6/19	Menu Development	Norfolk, VA
6/19	Dining Room Management	Jackson, MS
6/19	Kitchen Management	Hartford, CT
6/24-25	Off-Premise Catering	Denver, CO
6/24	Creative Merchandising Techniques	Cincinnati, OH
6/25	Food Cost Management	Madison, WI
6/25	Computers in Foodservice: A Primer	Minneapolis, MN
6/26	Basic Supervision in Foodservice	Seattle, WA
6/26	Opening a Restaurant: Before You Start Cooking . . .	Grand Rapids, MI
6/26	Computers in Foodservice: Advanced	Minneapolis, MN
6/27	Food Cost Management	Billings, MT

Basic Foodservice Courses (No discount applies)

Member*	Non-member
$95	$125

Discount for multiple attendance—When two or more attendees register from the same company, each will receive a discount off the regular registration fee. Check the table below for details. Special discounts available for larger groups.

Food Production Courses

Number of people attending from your organization	Member*	Non-member
One person	$145	$185
Two or more	$130 ea.	$170 ea.

Foodservice Management Courses

One-day seminars	Member*	Non-member
One person	$145	$185
Two or more	$130 ea.	$170 ea.
Two-day seminars		
One person	$310	$390
Two or more	$270 ea.	$350 ea.

*NRA or co-sponsoring state association

☐ Send me more information on the following Seminars:

IN-HOUSE PROGRAMS

If you are a small to mid-sized multi-unit operator of restaurants, hotels or fast food outlets, in-house seminar presentations are ideal for you. "Seminars to Go", NRA's answer to the nationwide interest in in-house educational training, gives you the opportunity to make sure all the professionals in your organization are kept abreast of the latest trends and techniques in the industry. "Seminars to Go" is an economical and practical way to motivate your staff by showing you are concerned about their professional growth, not to mention the direct benefits your organization will derive from maintaining a well trained staff. Certainly one, or perhaps several of NRA's highly respected seminars will meet your training needs. For more information on "Seminars to Go" or on NRA presentations at your conferences and conventions, write or call Deborah Apoldo in the Education Programs Department at (800) 424-5156 or (202) 638-6100.

REGISTRATION Please print or type.

Seminar

Date and location

Name

Title

Name

Title

Seminar

Date and location

Name

Title

Name

Title

Company

Mailing Address

City, State, Zip

Phone ( )

☐ NRA Member
☐ Co-sponsoring association member

☐ Check enclosed
Make checks payable to:
National Restaurant Association

Mail this form to, or call:
National Restaurant Association 311 First St., NW Washington, DC 20001
(800) 424-5156 or (202) 638-6100

NATIONAL MANAGEMENT CONFERENCE FOR INDEPENDENT OPERATORS

STRATEGY FOR THE EIGHTIES

New Orleans, Louisiana
January 27–30, 1985
Meridien Hotel
New Orleans' French Quarter
NRA members $495
Non-members $595

NRA is updating its annual Tableservice Conference. It is being transformed into a management conference focusing specifically on the challenges facing the independent operator.

This new program will focus on foodservice trends, innovations, developments and problems which affect the daily operations of independent restaurants. This once-a-year national conference is geared to the busy, successful independent operator whose demanding schedule makes it difficult to keep up with the dynamics of the foodservice industry.

NRA will bring together top management consultants and experts from every segment of the independent restaurant marketplace to focus on management techniques, recipe development, top-notch promotions, culinary trends, the latest in table-top presentations, wine merchandising and liquor sales.

After attending this program, you will know where the industry is headed and where the advantages and opportunities lie for the independent operator.

NATIONAL CONFERENCE ON COMPUTERS IN FOODSERVICE

COMPUTERS – READY AND WAITING TO SERVE FOODSERVICE

Las Vegas, Nevada
Las Vegas Hilton
March 24–27, 1985
NRA Members $450
Non-members $550

The key to productivity and efficiency in today's foodservice marketplace is the computer. Whether you are a franchise operation with 100 units or an independent owner with one establishment, there is a computer system to match your needs and help you efficiently manage every aspect of your business. But to find a system right for you, you must spend valuable time learning about computer application in foodservice, cutting through sales jargon and then comparative shopping. NRA's National Conference on Computers can make your task an easier one.

Each of the first two days will combine seminar sessions with equipment demonstrations. As you watch the equipment in action, you will have a chance to make direct comparisons among the equipment available in the market. If you already have a system in place, you will be able to talk directly to the manufacturer's representative about your system capacity and the innovations which will improve its effectiveness to you. If you are looking for a system, you will be able to quiz each manufacturer on application and implementation as well as find out how to tailor make the right system for you.

National Restaurant Association
311 First St., N.W.
Washington, DC 20001

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National Restaurant
Association

These items can be projected as an exact dollar amount since they will not vary with sales.

The result of the fifth planning step will be profit before depreciation. Subtract depreciation from this amount to come up with profit before income tax. Lastly, forecast your income taxes based upon your tax liability.

The final planning step . . .

The final step is to transfer all sales and expense figures onto a budget worksheet, such as the one presented here. A budget worksheet should always have columns for both budgeted actual figures and variances to allow for comparisons during the control phase.

Subtract all expenses from sales to calculate the forecasted profit. If the projected profit does not agree with your goals for the next year, you must decide what needs to be done to arrive at a more desirable profit. Changes made in the budget have to be realistic and attainable, and the effects of the changes have to be fully considered. For example, if you decrease your advertising and promotion budget, you should consider the decrease in sales that may follow.

The control phase

Once the budget has been cast, it becomes the tool for control. During the control phase, you should compare actual results with budgeted amounts, calculate the variances and act upon any significant unfavorable variances.

Since the budget worksheet has been formatted with spaces for actual results and variances, it becomes the tool for recording variances. Each month, both a dollar variance and a percentage variance should be calculated for each budgeted amount. For example, if food sales were projected to be $150,000 and the actual figure is $120,250, the dollar variation is $29,750 and the percentage variation is 20 percent ($30,000 divided by the base of $150,000 times 100). This unfavorable variation can be investigated by separating its price and quantity components.

For example, if the budgeted to actual figures were

Budget: 15,000 guests × 10.00 average sale check = $150,000

Actual: 13,000 guests × $9.25 average check = $120,250, the $29,750 variance is composed of a price variance (average check) and a quantity (guests) variance.

The price component can be calculated by multiplying the actual number of guests by the price variance. In this case

13,000 guests × .75 variance = $9,750.

The quantity component can be calculated by multiplying the number of guests that did not spend the budgeted amount.

2,000 guests × 10.00 average check = $20,000

The total of the two equals $29,750.

After calculating the variances, you should decide whether the variance is significant and worthy of further investigation. You could set a standard, for example, a 10 percent variance, above which all variances would be investigated or you could set a dollar amount.

If you discover a definite cause of the variance during the investigation, you can plan for methods to correct the problem. For example, if dessert sales have been suffering, you can initiate a server incentive plan to increase sales.

A final comment on the control phase: The restaurant business is a dynamic one and is affected by many factors. Any of the external factors could differ from what you initially perceived during the evaluation phase. For instance, if the expected new office building does not open on schedule, a forecast based on its opening would be inaccurate. As the year progresses, you must adjust the budget to reflect the changes occurring. Never view the budget as static and unchanging.

In sum . . .

This article has detailed an approach to simplified budgeting. All of the steps may not be applicable or necessary for your operation. However, a diligent attempt at the process will produce benefits that include:

1. discovering where your sales originate and what can be done to develop them
2. evaluating the competition
3. developing more complete and more accurate financial records
4. defining sales, expenses and profit goals by which to manage your restaurant
5. uncovering variances from the budget so you can act upon them promptly and prudently and
6. creating a peace of mind that results from knowing how your restaurant is performing on a monthly basis. ❑

Date prepared: _____
Page _____ of _____

Competition Worksheet

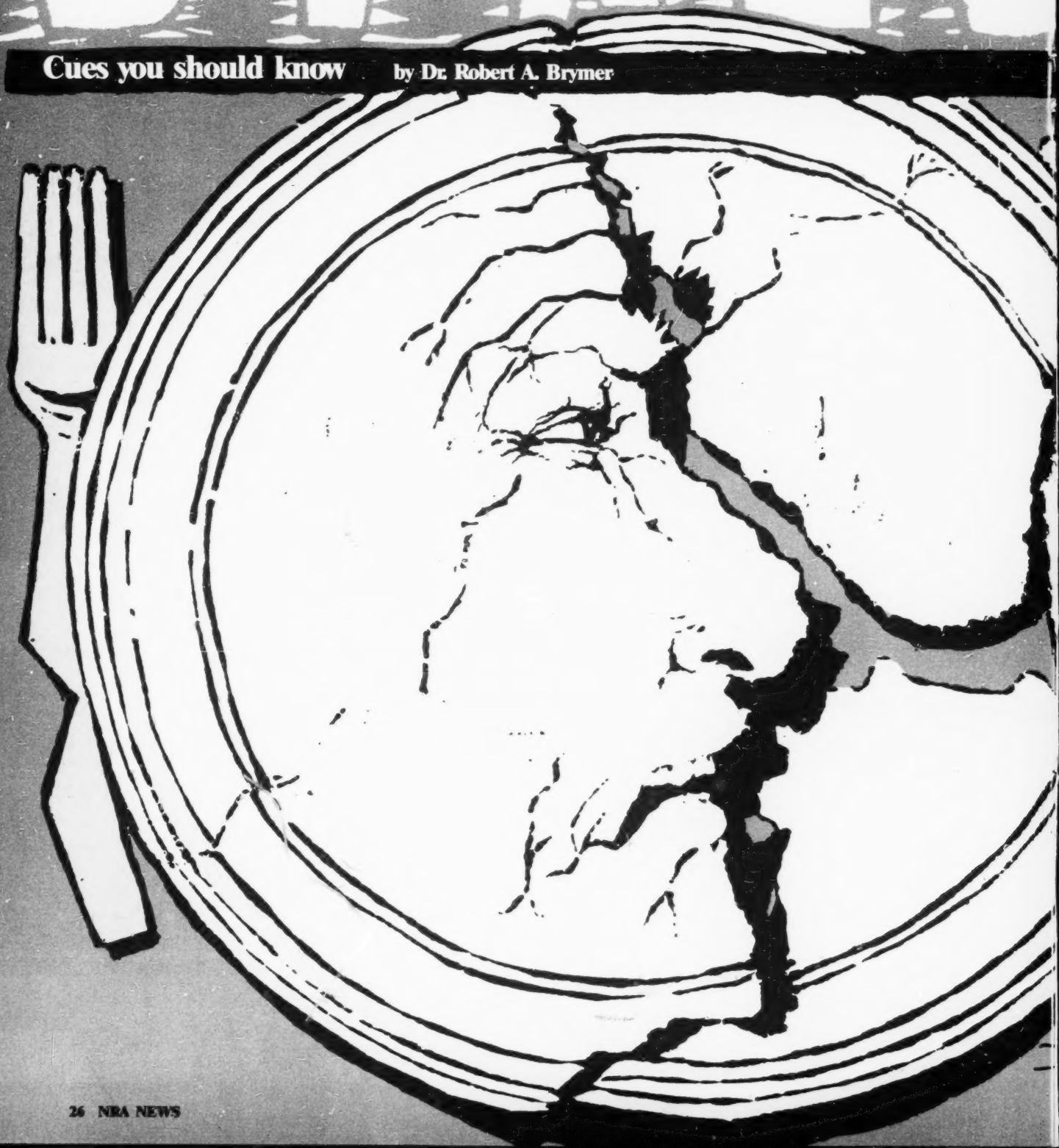
NAME	Days Open	Cuisine	Seats	Price Range*	Lounge	Banquet	Comments
				B L D O			
				B L D O			
				B			

*B = Breakfast D = Dinner
L = Lunch O = Other, such as banquet prices or prices at the gift shop.

STRESS

Cues you should know

by Dr. Robert A. Brymer



There are warning symptoms that can help you recognize when your body or mind is experiencing some negative stress. Recognizing your own stress symptoms is very important, but these symptoms can also be seen in the people you work with. It is helpful for you as a manager to be aware of an employee's early warning symptoms, which may be signaling that an employee is nearing his productivity breaking point. When this occurs, you might be able to detect it early and intervene, thus maximizing productivity and minimizing the chances of stress overload for the employee.

Stress symptoms can be divided into three major categories: physical, psychological and performance symptoms. It is important to understand that often these symptoms are closely interrelated. A psychological symptom of stress, such as depression or boredom, for instance, can hamper a manager's job performance.

Although no one individual is likely to experience all symptoms of stress, you will recognize some of these in your subordinates when they are experiencing stress.

Physical symptoms . . .

Physical changes could be a signal of a biological problem not related to stress, but often your body is reacting to a stressful event. The easiest way to recognize your or another person's reaction to stress is through these physical symptoms because they can be felt or seen. The following list of possible physical symptoms of stress should not be viewed as all inclusive but as some general reactions that are fairly common.

Body changes

High blood pressure
High cholesterol level
Excessive weight or sudden weight gain
Rapid heart rate
Changes in body's homeostatic functions (pulse rate, temperature or respiration—breathing difficulty)
Excessive smoking or drinking
Difficulty in getting to sleep or waking up during the night
Decrease in level of sexual activity
More body aches and pains than usual
Significant changes in bowel movements
Frequent unexplained earaches or toothaches
Upset stomach
Any unintended weight loss or loss of appetite
Localized muscle tension or pain
Headaches more frequently than usual
Dizziness
Clammy hands
Blushing
Loss of energy, feeling tired and jittery
Sudden change in appearance (complexion, hairstyle or dress)
General feeling of ill health

Psychological symptoms . . .

Psychological symptoms of stress are not as easily discernable as physical symptoms; they are generally more subtle in their appearance. These types of symptoms are related more to the thinking process and thoughts of an individual and how stress interferes with this functioning. For example, when under a great deal of stress, an employee may not be thinking as clearly as he normally would; he may lose concentration or be unusually forgetful. Some of the many possible psychological symptoms are presented below.

Mental changes

Depression—lowering of self-esteem and self-worth
More thoughts related to failure, generally pessimistic
Overconcern about other peoples' opinions
Irrational thoughts about oneself, "put-down" statements
Forgetting things more often or thought blockages
Decline or difficulty in concentration, increased inattentiveness
Increased restlessness or agitation
Irritability or moodiness with normal conditions
Increased hostility or anger with normal conditions
Sense of being increasingly isolated

This article has been excerpted from Dr. Robert A. Brymer's publication Stress Management for the Hospitality Manager, *newly released by NRA. Copies of this publication can be purchased from the National Restaurant Association, 311 First St., N.W., Washington, DC 20001. The cost of the 30-page soft cover book is $10 per copy plus $2 for shipping and handling. DC residents add 6 percent sales tax. Illinois residents add 7 percent sales tax. Chicago residents add one additional percent, for a total of 8 percent. All orders must be prepaid; please specify number MG455.*

Dissatisfaction with job or other normal conditions
Feeling of powerlessness
Less trust and respect for colleagues
Feeling guilty about neglecting family or friends
Feeling overwhelmed with normal duties
Boredom
Tendency to become distraught with minor things
Inability to organize oneself
Inner confusion about duties and roles
Lack of spontaneity and initiative
Increased daydreaming

Performance Symptoms . . .

When a hospitality manager is experiencing stress, the manager could be manifesting one or more performance symptoms of stress. For example, if a manager is having marital problems, then he or she will probably not work at an optimal performance level. A performance symptom of stress can also be created by a physical or psychological symptom, like feelings of depression. The following is a partial representation of how an individual's actions or performance could be a warning signal.

Performance changes
Avoiding specific situations or activities
Vacillating more on decisions
Erratic judgments
Putting things off more and more, unable to act on matters
Decreasing ability to perform at maximum at different tasks
Inability to communicate as effectively as usual, more superficial communications
Inability to socialize as well as usual
Failure to meet deadlines as usual
Using holiday or vacation time to catch up on work
Complaints from spouse or employees of being ignored
Dropping recreational activities to allow more time for work
Planning social activities exclusively with work associates
Missing planned events, family or business meetings because of busy schedules
Making oversights and mistakes more frequently
Complaining more than usual about work
Increased absenteeism, tardiness
Unhappiness with work
Short fuse with others at work
Lack of enthusiasm and vitality, more listlessness and carelessness
Change or succession of changes in personal and professional lifestyles
Lack of organization, more confused than usual
"Wheel-spinning"

10 ways to reduce stress

1. Adjusting your work environment. Objectively look at how you do things and how your employees do their jobs. Are responsibilities and performance standards clear? Can work flow and communication be more efficient? Are there outdated policies and rules? Is there a sense of teamwork?

2. Adjusting your personal living environment. Sometimes stress comes from factors outside of work. Some of these conditions cannot be changed, but many circumstances can be manipulated to decrease stress, such as ending an unsatisfactory personal relationship, taking more mini-vacations over long weekends, taking an alternative route to work that has less stressful traffic conditions and improving communications within the family.

3. Managing your time better so you can accomplish as much as possible within a given period. Although managing time is a very personal task for hospitality managers, it might entail planning daily activities, setting objectives, organizing work space, allowing time for routine paperwork, delegating responsibility and avoiding interruptions.

4. Saying "no" when you are overworked. Don't constantly seek to do more and more in less and less time. Keep in mind that this can affect the quality of your work and can put you into unnecessary predicaments. You must learn to recognize your limits or productivity breaking point.

5. Exercising. Physical exercise is one of the best methods for reducing stress. Select something you enjoy, such as jogging, swimming, racquetball, aerobic dancing, skiing, tennis, bicycling and so forth. Schedule three to four hours of this activity per week, every week. One word of caution. Do not choose a form of exercise in which you are compulsive or must constantly race against yourself or someone else. This could create additional stress.

6. Making time for escape activities. These can help you work off or channel the tensions that accompany stress. Choose something you can pick up and put down when you like, something that interests you and is fun. Escape activities might include reading books, pursuing hobbies, listening to music, watching television, going to a movie, gardening and so forth.

7. Developing a spiritual life. Practicing your religious faith more consistently can be very rewarding. Many individuals have reported that taking time for their religious activities was one of the best methods they have for coping with stress.

In addition to religious worship, many people find meditation to be relaxing. Meditation is a technique for focusing and clearing the mind. Transcendental meditation (TM) is one popular method. It consists of sitting quietly for 15 to 20 minutes and focusing on an assigned mantra—a pleasant sounding word in Sanskrit.

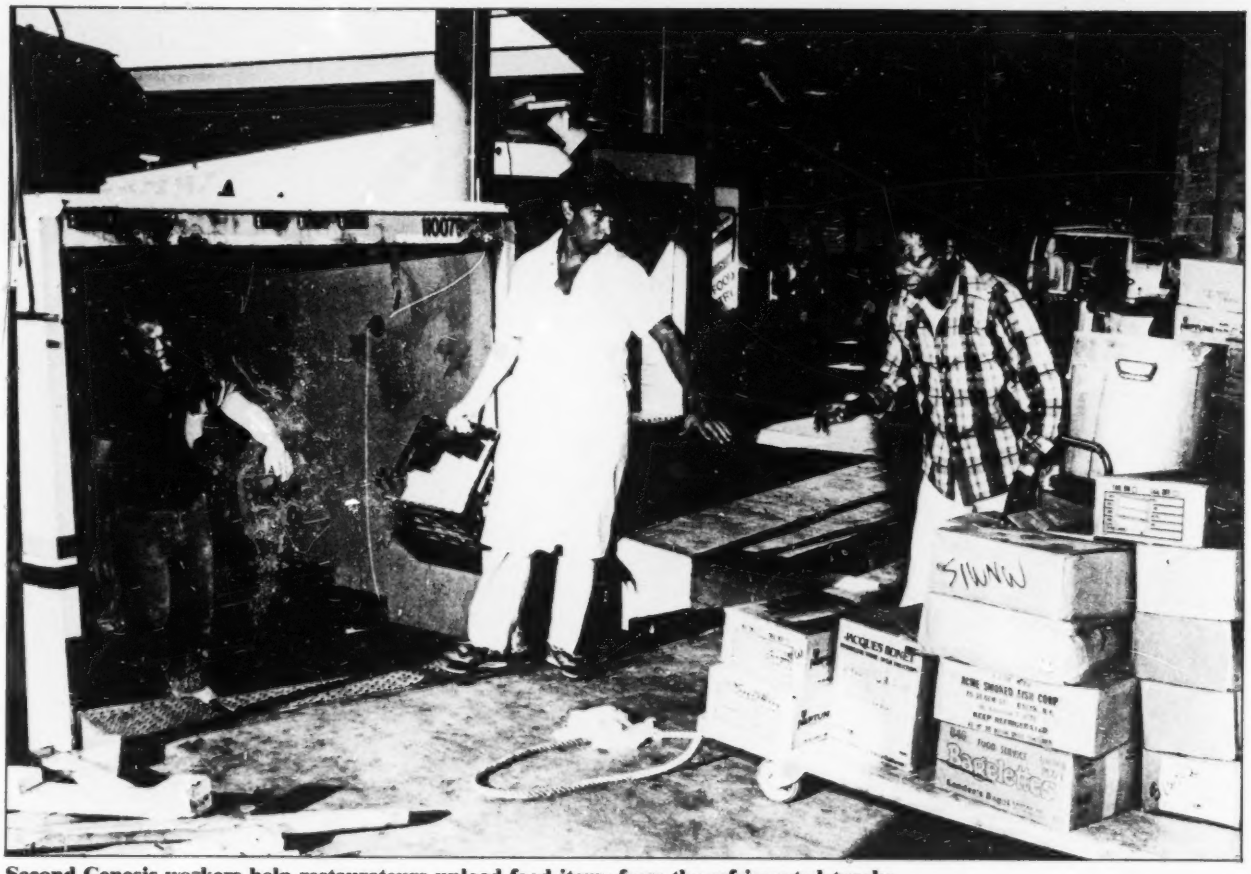
8. Talking to a close friend. Not having someone close to talk with will allow your feelings, thoughts and emotions to build up. Verbalizing strong thoughts and feelings can release frustration, hostility and excess emotional baggage.

9. Resolving conflicts. Learning to resolve situational problems or conflicts successfully, particularly if you make decisions routinely in the workday, gives you more control over your environment and thus reduces stress. Some of the necessary skills include

- determining the nature of the conflict
- initiating confrontations
- hearing the other person's point of view without trying to defend oneself and
- generating possible solutions and their implementation. Sometimes this requires rendering an authoritative decision.

10. Eating and drinking properly. For people who are so closely involved in the foodservice business, there is every opportunity to eat and drink properly. A well-balanced nutritional diet is absolutely essential to looking and feeling your best.

BEHIND THE SCENES AT TASTE OF THE TOWN



Second Genesis workers help restaurateurs unload food items from the refrigerated trucks.

by Elyse Cuttler

From a Taste of Chicago, which lures more than one million people to the windy city every summer, to NRA's Chef d'Oeuvre congressional reception on Capitol Hill, the idea of sampling a little bit of many different food items has great appeal.

"Tastings" have been growing steadily for the past 10 years and are held annually in many areas of the country. For attendees, the occasion is great fun. It's a time to sample different food items from the area's best restaurants.

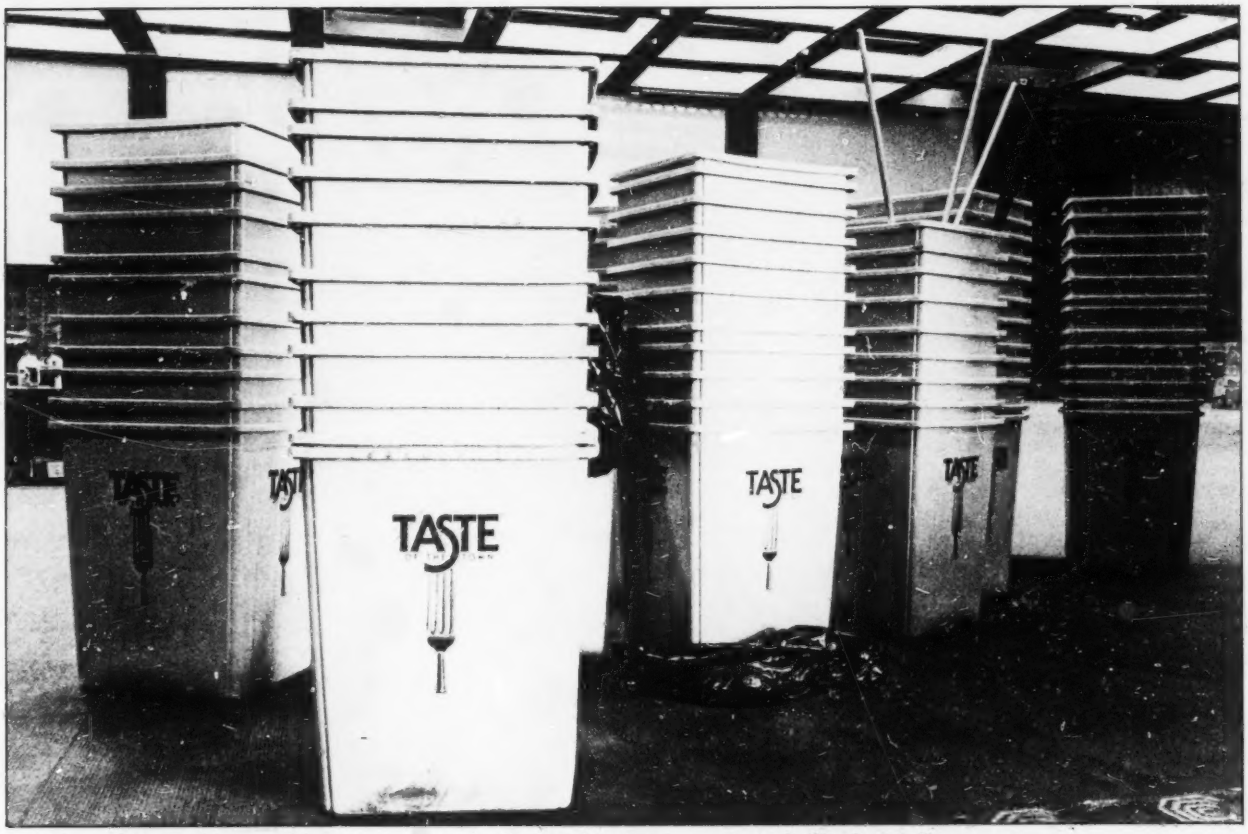
To the individuals that organize these events and to the operators that participate, these tastings mean hard work and many hours of commitment.

One such event is Taste of the Town, which takes place in Washington, DC's Convention Center during one weekend every summer. Every type of restaurant is in attendance, from white tablecloth establishments and country inns to family restaurants and catering operations. And, almost every imaginable (and unimaginable) food is served in hors d'oeuvre portions, including Cajun popcorn and Cincinnati chili as well as baby back ribs, tortellini al pesto and bananas foster.

Few, if any, of the more than 50,000 people who attended Taste of the Town this summer had any idea of the work it took to put on the event. They simply paid their $5.00 advance admission fee (or $6.00 at the door) and purchased $5.00 tasting booklets to sample food and beverage items. Yet it took months of planning to organize the Taste of the Town. Here is a behind-the-scenes look at how one tasting is put together.

How it began . . .

Taste of the Town is the brainchild of Sandy and Don Whyte of D&S Whyte Associates, a meeting and convention planning firm in Alexandria, VA. They decided to create a special event where restaurateurs could expose their potential customers to their menu items at a relatively low cost and could help support a local charity.



Trash—a major problem at this type of event—is alleviated by the many strategically placed dispensers.

In 1980, the first year of the event, 36 restaurants in the DC area participated. In 1984, the number of establishments grew to just under 100. D&S Whyte Associates have also expanded their events. The company now holds events in Norfolk, VA, and Baltimore, MD, and in 1985, Taste of the Town will be launched in Denver, CO. An additional 10 cities are being looked at as future possibilities.

Billed as a restaurant marketing event, many operators view Taste of the Town as a way to generate customer recognition in a large restaurant community.

"We offer the participating operator focused demographics based on past Tastes of the Town," explains Sandy Whyte. "Our research tells them who attends, how old they are, how much they earn, how well educated they are and how many times they eat out in a given month."

However, statistics are not the only assistance operators receive when deciding to participate. The Taste of the Town staff does much planning and organizing before, during and after to assure operators a smooth running event.

Taste of the Town set up—one year before . . .

The convention center is booked one year in advance—before any restaurants sign on. An initial mailing goes to approximately 200 selected area restaurants. The restaurants represent seven major categories established by the Taste of the Town staff. They include continental restaurants, ethnic restaurants, multiple market firms, suburban restaurants, hotel restaurants, restaurant/catering firms, American saloons and specialty or novelty restaurants.

The introductory letter explains the event and Taste of the Town services and includes all the statistical data as well as costs involved. Next come phone calls and other letters, although many operators sign up after receiving the first mailing. Food items are not set until all restaurants have signed up and attended one of two mandatory meetings to discuss the proposed menus.

A standard space, 10 feet by 10 feet, costs $600, but all equipment and utensils, paper products, technical guidance and media exposure are included in this price.

For example, one event sponsor supplies all paper and plastic products as well as refrigerated trucks for participating restaurateurs to use during Taste of the Town. An area magazine donates advertising space and editorial support, and another sponsor supplies all soft drinks, wine and beer.

In return, sponsors' names appear on all Taste of the Town promotional materials. Concurrently, an informational release is sent to the media with the hope that reporters will be assigned to cover the event. And an advisory committee, made up of restaurateurs, sponsors and suppliers meets at this time to designate a beneficiary or beneficiaries for the event.

Beneficiaries receive a cash donation after all costs of the event have been paid. This year, Children's Hospital National Medical Center, Washington, DC, and Second Genesis, a drug and alcohol rehabilitation center, also in DC, split the proceeds.

Two month countdown . . .

Two months before the event, most restaurants are signed up.

Taste of the Town staff now prints

Equipment and paper products are placed in one area and inventoried before the event begins.

flyers, posters, buttons and counter displays to distribute to participating restaurants and other areas frequented by the target audience.

According to Taste of the Town research, the target audience is upscale professionals between the ages of 25 to 45 who enjoy an active lifestyle. Therefore, promotional materials appear in health clubs, supermarkets, kitchen stores, newspapers and magazines. Ads also run on selected area radio and TV stations.

Additionally, letters are sent to the top 100 area corporations offering discounted tickets for group participation.

The Taste of the Town staff is now ready to hold its first meeting with restaurateurs. "At this meeting we explain in detail the exact schedule for the event, what equipment is available and what promotions operators can become involved in during the coming weeks," says Susie O'Brien-Riley, director of marketing and development.

Each operator is asked to submit a list of two or more items he or she would like to serve at the event. The Taste of the Town staff reviews these items to screen out any items they believe will not be popular with attendees. One example is pate in aspic. One operator insisted on serving this item. "It was beautiful. Most attendees stopped to look, but the item did not sell," notes Sandy Whyte.

"I explain to the operators that the food must appeal to the general dining out public," Whyte continues. "The item can be unfamiliar, such as catfish, which did very well, but not so unusual that people will just walk by without being interested."

Because each establishment is selected to represent a well-rounded restaurant community, the problem of three or more operators wanting to serve the same item rarely occurs. However, when it does, most restaurateurs are willing to make adjustments or substitutions.

Taste of the Town owns a full line of cooking equipment from woks and electric grills to soup tureens, heat lamps and convection ovens. Each participant receives an equipment list and is told to choose anything needed. If an operator needs a piece of equipment not owned by Taste of the Town, it will be rented for the event.

Pricing the food items is the next order of business. Operators decide how much they want to charge for their selections. The average price is five tickets or $1.25, although some operators charge six or seven tickets, depending on their food expense.

"Operators do not abuse the ticket prices," observes O'Brien-Riley. "They understand that Taste of the Town is not a money-maker for them—that's stressed from the beginning."

All money generated goes into a common pool, which is used to defray expenses and contribute to charities. However, operators do receive a 30-percent return on each dollar generated at their booth. This return helps to defray the food cost.

"Taste of the Town means exposure—allowing 50,000 potential customers to taste a food product," O'Brien-Riley continues. "It's a way of receiving recognition from a highly selective dining out public."

Some restaurateurs decide to hold parties in their establishments to publicize the event. This fosters greater community involvement by alerting customers to the event.

Tie-down meeting . . .

After the first meeting with restaurateurs, the staff goes over the equipment lists and food submissions and begins to finalize details.

Then participating operators attend a second organizational meeting. At this meeting, they must confirm equipment and food items. Operators are told final details, such as how many servings to prepare (usually 1,500), where and when to deliver the food and when booths can be decorated. Electrical outlets are installed by the convention center after equipment needs are finalized.

Taste of the Town events must comply with the fire codes and electrical requirements of each city. This usually means that deep fryers are not allowed on the convention floor. All frying must be done in a properly ventilated hallway or back area of the convention center. Floors must be covered and fire extinguishers installed. Restaurant staff members then transport the food from the hallway to the booth.

Two-day countdown . . .

Taste of the Town staff can now begin to supervise setup for the event.

Restaurant staff members work long and hard to continually keep up with the hungry crowds.

(In all, 13 staff people were involved in 1984.) An independent security firm is hired to oversee the activity on the convention floor during this time. All equipment and paper supplies are delivered, unloaded, inventoried and placed in one designated area, which is guarded. Booths are assembled and put into place.

On the morning before the event, restaurateurs arrive and begin to decorate their booths. The booths can be decorated any way the operators desire.

Later that afternoon, refrigerated trucks are delivered to the various loading docks, and restaurateurs can now deliver their food items to these trucks for storage.

As a benificiary of the proceeds of this year's Washington, DC Taste of the Town, Second Genesis, a private non-profit, drug and alcohol treatment facility, was invited to send some of its residents to help with the event. Forty residents in the final stages of rehabilitation were hired by Taste of the Town. These individuals were trained to provide such backup services as unloading equipment and food products, restocking booths when supplies were low, cleaning up the general areas and reporting any problems to Taste of the Town staff. As a result of this participation, eight residents were offered positions with Washington area restaurants.

Taste of the Town begins . . .

On the first day of Taste of the Town, the staff arrives at the convention center at 7 a.m. They make sure that all deep fryers are turned on and that all equipment is plugged in.

Most operators also arrive at this time. In prep areas behind their booths, restaurant workers begin to mix batter; boil water; bake bread, cakes and quiche; chop vegetables; fill croissants and arrange platters. This procedure is repeated many times throughout the day.

At 11 a.m., the event begins. Taste of the Town staff put on their two-way radios so they can alert each other about any problems or needs.

A press room is located in an area above the convention floor where members of the media can meet, interview participants and arrange for media tours.

At 8 p.m., the public leaves. Operators put their food into the refrigerated trucks, and then Taste of the Town staff clean out every booth. They wash all equipment, including ovens, fryers, trays and utensils. All garbage is taken away, and paper products are restocked in the booths. Then, at approximately 2 a.m., the staff can go home—only to return the next morning at 7 a.m.

Day two . . .

Most procedures are a repeat of day one. When the event is over, however, all equipment must be accounted for before restaurateurs can leave their areas. Taste of the Town staff goes from booth to booth and checks off all equipment items that were signed out.

Once that is finished, the task of scrubbing all equipment begins. Every staff member gets involved in this activity, which takes most of the night. Equipment is then inventoried, re-packed and loaded onto the trucks.

Operators must plan, too . . .

Restaurateurs, too, do much preparation for Taste of the Town. Besides organizing their staff members and setting their schedules for food preparation, they decide how to coordinate their time so they can participate in Taste of the Town and run their establishments. Both are full-time jobs. Most owners spend the two full days at the event—away from their operations during a time when traffic is high. How do they manage?

"All supplies must be ordered one month in advance," says Maureen Merlin, operations manager for O'Brien's Pit Barbecue, Bethesda, MD. This year, this translated into 2,100 pounds of ribs, 3,000 pounds of beef and 40 gallons of barbecue sauce.

"We start to prepare the meat eight to 10 days before the event because only a certain amount can be put in the enclosed pit at one time," Merlin explains. "Although the restaurant has been involved in Taste of the Town for five years, the process is still very hectic."

On the day of the event O'Brien's brings a trailer on to the convention floor and decorates it to resemble a Western-style barbecue. The trailer is more than an attention getter. It keeps the meat hot.

The employees then take turns cutting the meat, serving the items or counting the tickets. "We all get exhausted by the end of the two days," says Merlin. "The pace never lets up."

Another returning restaurant this year was 219 in Alexandria, VA, which served fried catfish with Cajun mustard sauce. General Manager Ralph Davis ordered his 500 pounds of catfish several weeks in advance.

"I wanted to experiment with a different product this year," says Davis, who served 800 pounds of shrimp last year. "People are really becoming educated about catfish. I didn't see any reluctance or turned up noses. It seemed like everybody wanted to try some." Employees fried the catfish in an outside hallway and then carried the items to the convention floor.

Warren Anderson, owner of the Red Sea Restaurant in Washington, DC, used a slightly different approach to prepare for the event this year. Instead of specially ordering more food, he increased production in the restaurant during one week before the event.

"We decided to prepare our items in a stew format, which is easy to serve and store," Anderson explains. "Preparation was very difficult anyway. We needed more personnel to do the extra cooking; and the time I spent away from the restaurant put a strain on the business."

"On the second night of the event," Anderson continues, "we were running low on our selections at the convention center so we took food from the restaurant, which caused us to run out of menu items there."

Owner Thierry Janssens of Jean-Jacque Bakery in Rockville, MD, took the opposite approach. He decided to bake on the premises so his booth would resemble an actual bakery—a departure from years past.

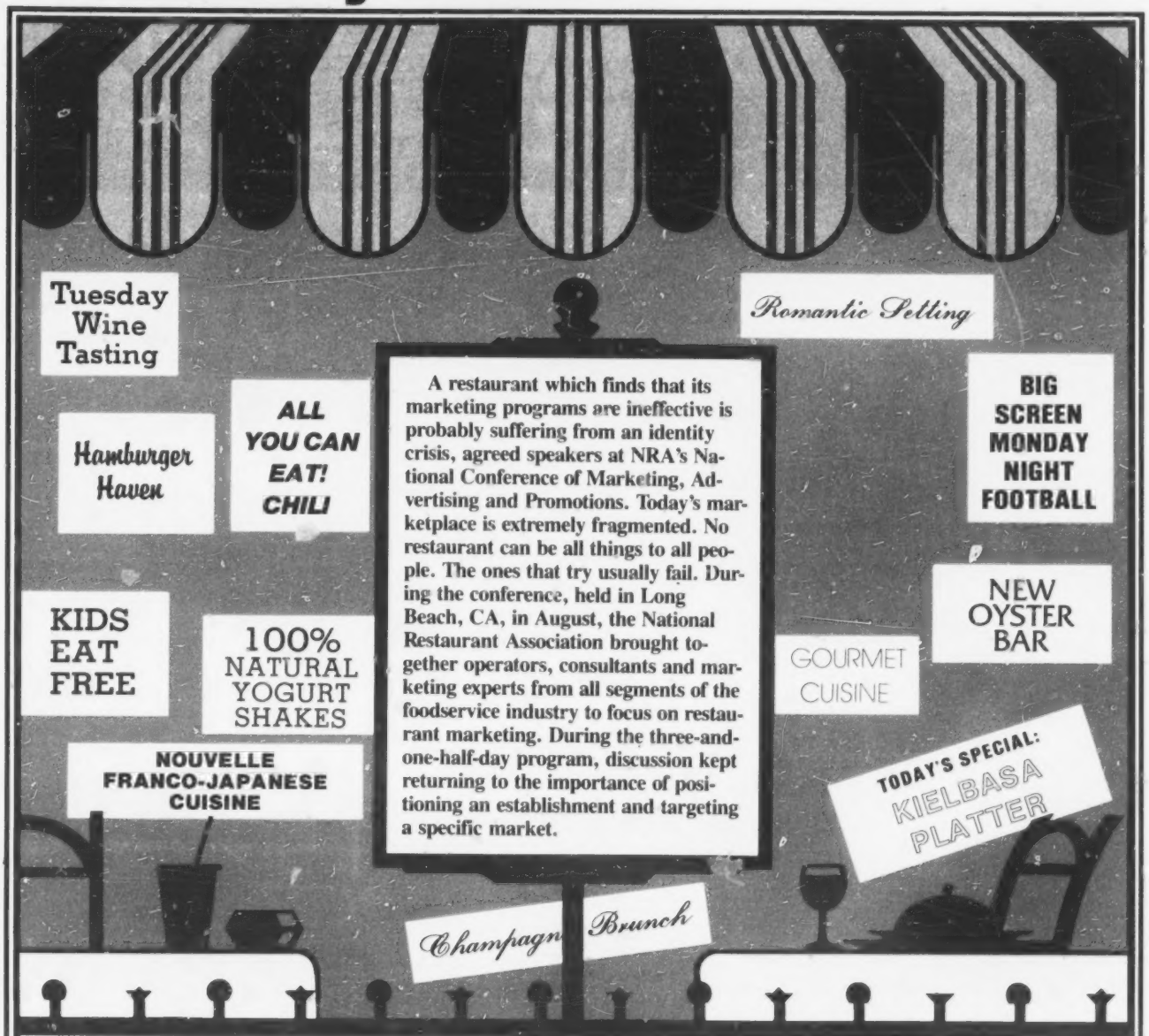
The idea proved to be a huge success. The smell of freshly baked products lured many attendees to the booth.

"The ovens were working continuously. By the end of the two days, we sold 4,500 croissants, 3,500 pastries and 1,300 pieces of bread," Janssens reports.

A word of caution . . .

Much hard work goes into making an event like Taste of the Town a success. Restaurant participation requires a lot of commitment in terms of money, staff time and preparation. Restaurateurs who want to become involved in this kind of event should make certain that their establishment could benefit from this type of exposure. ❑

Does your restaurant have an identity crisis?


Tuesday Wine Tasting
Romantic Setting
BIG SCREEN MONDAY NIGHT FOOTBALL
Hamburger Haven
ALL YOU CAN EAT! CHILI
A restaurant which finds that its marketing programs are ineffective is probably suffering from an identity crisis, agreed speakers at NRA's National Conference of Marketing, Advertising and Promotions. Today's marketplace is extremely fragmented. No restaurant can be all things to all people. The ones that try usually fail. During the conference, held in Long Beach, CA, in August, the National Restaurant Association brought together operators, consultants and marketing experts from all segments of the foodservice industry to focus on restaurant marketing. During the three-and-one-half-day program, discussion kept returning to the importance of positioning an establishment and targeting a specific market.
KIDS EAT FREE
100% NATURAL YOGURT SHAKES
NEW OYSTER BAR
GOURMET CUISINE
NOUVELLE FRANCO-JAPANESE CUISINE
TODAY'S SPECIAL: KIELBASA PLATTER
Champagn Brunch

Take a moment to jot down your market position as well as your target market. If it takes any longer than a minute to do, neither your position nor your target is embedded firmly enough into your establishment's day-to-day operations. In fact, you may have an identity crisis. The cure to an identity crisis is a long-term marketing plan.

The two most important elements of a strategic marketing plan are positioning and targeting. From advertising to menu specials, everything you do should tell your customers who you are. A restaurant's position in the marketplace is its personality, which makes it stand out from its competition, explained conference speaker Bruce Bendinger of Creative Communications, Chicago, IL.

Responding to the market . . .

The essence of an effective marketing plan is how well it responds to the wants, needs and attitudes of a certain customer base or target market, explained Bill Dietrich, director of marketing for Big "4" Restaurants, Phoenix, AZ. With a firm grasp on the lifestyle characteristics of your target market, you will be able to plan efficient, effective advertising and

promotional programs that constantly build or reinforce your image.

Dietrich warned restaurateurs that they are often too impatient for long-term strategic planning. "Lack of planning leads to piecemeal programs, which are easily copied by the competition," he explained.

A restaurant, which opens its doors planning to see who the establishment attracts before positioning itself, will be plagued by an identity crisis from which it may never recover.

Marketing means long term . . .

"Stategic planning builds long-term growth, not short-term profit," continued Dietrich. "The expanding economy and increasing complexity of both marketing and foodservice make long-term planning all the more imperative."

Conference moderator Tom Feltenstein, principal of the American Restaurant Marketing Group, Palm Beach, FL, warned that a customer base can shift. Repositioning may be just as important as positioning, and a strategic plan should never be set in concrete. One-third of the American public moves each year, and nearly five million people marry. These demographic patterns cause tremendous market shifts. Dietrich added that continual changes in the complexion of competitors may also necessitate repositioning.

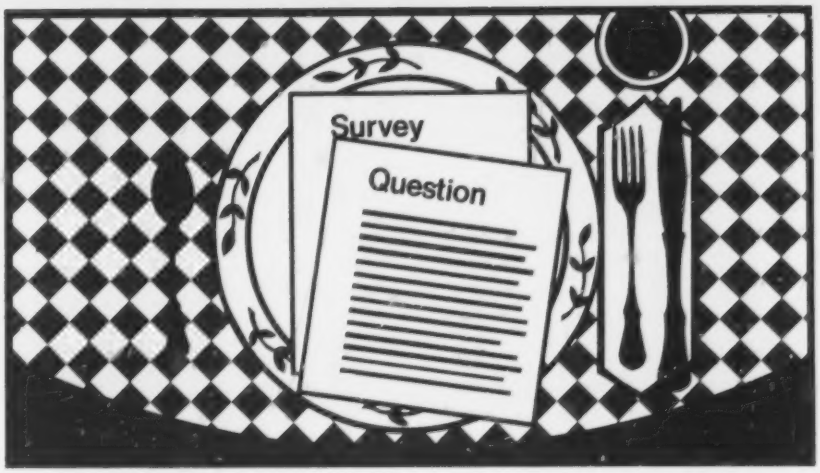
Research: the base . . .

Neither positioning nor repositioning will succeed if the market is not thoroughly researched, agreed conference participants. An operator must build a comprehensive base of information to target successfully a specific consumer base.

Speakers divided fact gathering or research devices into two categories: internal and external. "Too many operators ignore the internal methods," explained Ray Ford, president of Ford Management Consultants, Phoenix, AZ.

One of the key sources of internal fact gathering is service staff. Employees should play a significant role in tracking customer attitudes. They can also provide the fastest feedback on the success of promotional programs. Even though waiters and waitresses may gather information informally, operators should have a formal procedure for collecting and using this information.

Other internal research devices discussed include personal contact, questionnaires, traffic reports and sales tracked by time period. Each technique can give operators a better understanding of how customers perceive an establishment.



External research is valuable because it allows operators to go beyond their customer base to the entire marketplace as well as to competitors' customers. External research includes census reports, focus groups and trade area surveys.

According to Dietrich, research should be used to help operators capitalize on their strengths. What an operator perceives as an establishment's strengths are insignificant compared to what customers perceive.

Developing a position . . .

"Turning research data into a market position is as simple as Q2 + R2 + S2 + P3," explained Bendinger. Q2 means you should ask yourself two questions: "Who are you? What do you want to be?" R2 means you should develop a position based on the *reality* of the marketplace and then make it *relevant* to your customers. S2 means you should combine *sight* and *sound* to create a unique image of your operation: from the color of your logo to the rhythm of music in your radio and television ads. P3 means you should combine your *product*, your *place* and your *people;* these are the real dynamics of the operation that add together to create a unique personality.

Les Ades, executive director of Ades Marketing Consortium, Los Angeles, CA, and author of *Increasing Your Sales Potential*, reminded participants that in designing a position, they must keep in mind that the restaurant industry today must be viewed as an entertainment industry. According to a Nielsen survey, 50 percent of individuals surveyed list entertainment as the major reason for

6 traffic builders singled out for their excellence

The winning promotions at the NRA National Conference on Marketing, Advertising and Promotions proved that the artful combination of creativity and thorough planning can turn any marketing problem into an asset.

Each conference participant was asked to enter one recent promotion in the National Conference Promotions Contest. Promotions were judged by conference speakers during the conference. Six were singled out for their excellence. In an idea sharing session during the last day of the conference, winners presented case histories of their programs.

1. Chico, CA

Operation: The Sandpiper Restaurant
Conference participant: Bill Gillespie, co-owner
Profile: Dinner house
Promotion: The First Annual Chico Oyster Olympics for the benefit of Butte County Special Olympics

Objectives:

1. To promote and establish a market for The Sandpiper's new oyster bar and seafood cafe.

2. To identify with the community through support for a local charity.

Description:

The month-long "Oyster Olympics"

eating out. Second was "change in routine," quoted Ades.

The jump between creating a market position and developing actual market awareness of that position may be the most difficult step in the process of creating an identity. Many operators make the mistake of focusing only on obvious areas, including atmosphere, menu, pricing and location. Conference speakers emphasized that every area of an operation plays a role in developing market awareness. Employee attitude, hours of operation, advertising and promotions all are factors that should be considered.

Employees are critical . . .

Employees, for example, play a critical role in developing and massaging a market position. They should constantly reinforce an operation's position when dealing with customers, maintained Ray Ford. Employees should be able to state your market position almost like a boy scout can recite the boy scout pledge.

Advertising campaigns and promotional programs should also reflect a unified market position. Advertising is a long-term approach. Promotions are effective short-term techniques. But both can work toward the same long-term goal, explained Feltenstein.

Advertising must be looked at as an operating cost of doing business, agreed conference speakers. As an investment in building long-term sales, advertising should be designed as a tool to constantly reinforce your position. Each advertising campaign a restaurateur develops should be designed to strengthen the market position, explained Les Ades. The medium you choose should zero in on a specific target market.

Using promotions successfully . . .

Even if short-term goals are to increase traffic, the long-term success of promotional programs depends on creating a clear image of your market position, explained Jeri Galloway.

began in mid-February with preliminary shucking and eating heats that built to the finals in mid-March. Contestants, who had to be at least 18 years old, competed in two-person teams. Each team member had to shuck and eat 12 oysters. The team with the fastest time won.

A separate contest was developed for the local media to encourage media coverage of the event. In "The Great Media Shuck Off" each media team wore funny costumes and composed and performed two original verses to the "Official Oyster Anthem." Media participation—and coverage—were excellent.

Preliminaries in the 12 categories of competition were held at the new Sandpiper oyster bar. The five fastest teams went on to the finals—"The Great Oyster Eat-Off."

The finals were held at the local convention facilities. Circus-style entertainment added excitement.

Publicity for the contest included a press conference, T-shirts, aprons, posters, small handouts, a huge banner, two billboards and an official city proclamation. Throughout the month, The Sandpiper held oyster shucking workshops. All prizes were donated by local businesses.

Results:

- Five thousand dollars was donated.
- Sales increased 35 percent during the month of the promotion compared to sales in the previous 10 months. During the two months following the contest, sales were up 20 percent.
- The Sandpiper's identity as an oyster bar was established.
- The Sandpiper received a tremendous amount of media coverage.

2. Honolulu, HI

Operation: The Wisteria
Conference participant: Roy Asato, president
Profile: Full menu, family restaurant
Promotion: Culinary Students' Artistry Food Show

Objectives:

1. To give high school and community college foodservice students an opportunity to demonstrate their skills.
2. To identify The Wisteria with excellence in the community.

Description:

The Wisteria co-sponsored the 1984 Culinary Students' Artistry Food Show with Zippy's, a local fast food chain. The student show is held in April every other year, alternating with the Professional Cooks of Hawaii Statewide Culinary Arts Show.

In 1984, four high schools, three community colleges and a bartenders training institute participated in the day-long culinary show, which included demonstrations, ice carving, exotic drink mixing and tastings. Each student participant received a certificate of merit signed by the governor. The Wisteria donated supplies and food items and encouraged many of their suppliers to do the same. The event was held in The Wisteria's banquet facilities.

Results:

The Food Show generated tremendous exposure and goodwill in the community.

3. San Jose, CA

Operation: The Round Table
Conference participant: Rich Carlson, director of marketing
Profile: Family pizza restaurant
Promotion: Student achievement awards

Objective:

To increase The Round Table's market share through community involvement.

Description:

With approval of the appropriate school superintendents, certificate-style, parchment achievement awards were distributed to elementary and secondary schools in the market area.

A coupon for a free mini pizza was included with the achievement award. The coupon reads, "In recognition of your Achievement Award, Round Table Pizza will help (name) celebrate with the single item Mini Pizza of your choice."

The certificates were generic enough to be used for a variety of school activities—academic, sports,

vice president of marketing for Schelde Enterprises, Grand Rapids, MI. Galloway emphasized that the theme of each promotion should be held up against your market position and questioned. You should ask, "Does this promotion reinforce the image we want our customers to have?"

Short-lived, quick-response promotions, which do not reinforce a market position but boost lagging sales, are dangerous. Couponing and discounting are often culprits of this quick-fix syndrome and should be handled with care, according to Dietrich. If handled without concern for long-term goals or a sensitivity to positioning, discounting can erode a well-established market plan.

Cross promotions with other community businesses or services can create excellent long-term effects, explained Jeff Slutsky, president of Retail Marketing Institute, Fort Wayne, IN. But he warned that an operator should choose cooperating organizations very carefully. "Work with a group that includes your target market," he suggested. "Ask a lot of questions. Find out how the rest of the community views them."

In a presentation on promotions, testing and evaluating, Tom Pickles of BBDO, Los Angeles, CA, outlined the four basic purposes of promotions:

1. building awareness/trial
2. attracting a certain audience
3. boosting frequency and
4. increasing average check size.

Keeping up with your customers . . .

The key to strategic market planning is setting up long-term programs that incorporate and reinforce your market position.

— Steven Dahllof

Editor's note: *Tapes of NRA's National Conference on Marketing, Advertising and Promotions are available from On-Site Taping Services, 6942 Cantaloupe Ave., Van Nuys, CA 91405; (818) 786-1941.*

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etc. There was no charge to the schools. A list of award winning students was posted at each unit.

Results:

The first store to use the program showed 37 and 44 percent increases in sales over the same two months the previous year. As the rest of Round Table's stores began the program, average sales increased 24 percent.

4. Amarillo, TX

Operation: Big Texan Steak Ranch
Conference participant: R. J. Lee, president
Profile: Full service steak house
Promotion: The four-minute meal

Objective:

To build lunch traffic by competing with area fast food restaurants.

Description:

Five full-meal selections were included in the four-minute meal offer—baked chicken, roast beef, hamburger steak, barbecued ribs and barbecued sausage. Each selection included potatoes, two vegetables, a roll and butter. If the meal was not served within four minutes of the time ordered, it was free.

Local advertising included spots on two local radio stations. The advertising emphasized the value of Big Texan's made-to-order, quick meal.

Waitresses also were schooled to emphasize that (1) sitting and waiting at a table for four minutes was easier and nicer than standing in a fast food line and (2) that the price/value relationship of the meal was excellent.

Results:

- Lunch traffic was up 18 percent.
- Customer traffic increased 22 percent.
- The promotion helped boost sales during the slow months—October through April.
- The promotion drew many first-time customers.

5. Dallas, TX

Operation: Neiman-Marcus
Conference participant: Beverly Merritt, advertising, promotion and menu coordinator
Profile: Gourmet luncheon, fast food and counter operations
Promotion: Lemon de Luxe

Objective:

Spring promotion to build traffic and increase facility awareness.

Description:

The month-long promotion held in March was planned in cooperation with Sunkist Lemon. Customers dining in Neiman-Marcus received a specially-designed gift bag with lemon recipes, a lemon spout and a lemon.

To prepare for the promotion, lemon recipes were sent to each foodservice outlet. Many of their chefs, cooks and managers also made up their own menu items.

Invitations to dine at Neiman-Marcus, along with information about the Lemon de Luxe promotion, were sent to food editors. Individual Neiman-Marcus public relations offices followed through by contacting local press. To build awareness of the promotion, each Neiman-Marcus store was encouraged to create displays. Prizes were given for the best displays.

Results:

Sales increased 14 percent over March of the previous year.

6. Portland, OR

Operation: Saga Corporation
Conference participant: Rob Bond, manager of district operations
Profile: Foodservice contractor for eight college retail operations
Promotion: Campus bonus book

Objective:

To build initial business and to increase awareness of facilities.

Description:

Bonus books with five coupons were hand delivered as well as mailed to students, faculty and administration at each of the colleges. Each bonus coupon in the book was redeemable for something free or discounted with the purchase of another item. For example: "Get a taco salad for one cent when a second one is purchased." Each coupon was time dated.

Awareness of the program was generated through newspaper ads, employee buttons, table placemats and point-of-purchase counter stands.

Results:

Redemption ranged from five to 19 percent depending on the coupon. Although enrollment declined by eight percent, sales were up seven percent over the previous year. ❑

Fisher's Law #57

To be(long) or not to be(long)

One of many issues faced by persons engaged in a profession or a line of business is whether or not to belong to, and be active in, the association representing one's chosen field. The question is simultaneously *complex, difficult* and *easy.* It's *complex,* in the sense that multiple factors can apply. For example, association membership can be compulsory (those with licensing authority) or voluntary. The member can be an individual person or the business entity (even though people receive membership services); and the structure of the industry association can be local, state, regional, national or international.

There is usually a mixture of tangible and intangible benefits connected with association membership. This makes the question of association membership *difficult.* When one deals with intangibles, related questions of "value" and "worth" arise quickly. It's an *easy* question as well since it is nearly inconceivable *not* to belong to the association that exists to promote and protect one's best business interests.

Over the past 20 years I have been in several roles with respect to a number of associations. As a member, a non-member, a director, an officer, a consultant and a staff employee, I have heard and, in some cases, grappled with the incisive question, "Why should I belong?" I also have heard the objections people raise. Here is a sampling of those objections with responses.

1. Objection: "Association positions do not reflect my best interests."
Response: If you are not a member, your best interests may never be brought forward. And even if they are, I don't know of anyone in any line of human endeavor who "wins" all the time (undefeated boxing champions excepted). Your points on any given issue may have been raised and considered but may not have been woven into the final position. Compromises and trade-offs occur in association functioning just as they do in business functioning. Your position on another issue may prevail while someone else's pales.

Let me draw two analogies. As a member of a local chamber of commerce, we once questioned the wisdom of one of the activities being undertaken, considering it, from my perspective, ill-advised, wasteful and without benefit—possibly even somewhat detrimental. We remained a member of the chamber, however, because as a responsible element in the local business community we recognized the past and future value of that organization.

On a more personal note, some people become disturbed when clerics advocate a position on a certain issue with which they do not agree. Most people remain members of the congregation, however, as in the larger scope, the "pluses" outweigh the "minuses." Essentially, they realize that they don't help the issue by staying away from it.

We don't live in isolation. Although spoken in a different context with different ramifications, Ben Franklin made a pivotal point when he said, "We must all hang together or, assuredly, we shall all hang separately."

2. Objection: "Because the association membership is so diverse and the industry is not concentrated (as is the automobile industry, for example), we start from a position of weakness."
Response: No, we don't! There is strength in diversity, and there are definite advantages to it in most cases. There is much more "common ground" among an association membership than "uncommon ground." Internal conflicts can surface as, for example, when the government proposes legislation that would unduly and disproportionately penalize or benefit one industry segment. That does happen but not very often. In most instances, there is unity as to the objective to be achieved; it's merely a question of determining the best strategy to go about reaching that objective.

3. Objection: "The association has three broad concerns: government relations, promotion of the industry and education. I'm not interested in all three. Why should I support what doesn't interest me?"
Response: You're correct. Those are three broad concerns. But each has its special priority, and there is a definite "spillover" effect among them.

Government relations has a *timing priority,* because government regulation can affect your business most immediately. That is why constant and vigilant attention is paid to this area.

Industry promotion has a *geographic priority.* In order to build long-term strength for the industry, we must communicate our message to the publics we want to attract, i.e., patrons, employees, media, government officials, students and so forth.

Education has a *quality priority.* A well-managed association should be the single most effective organization providing education services (seminars, bulletins, information services and so forth) to the industry, outside of an academic institution. Together these concerns serve both short-term and long-term industry needs. Achievements in one area affect and enhance the other areas. It's, to coin a phrase, "synergistic fortification!"

The list can go on. But I think it's time to ask, "What can we conclude from all of this?" This is where Fisher's 57th Law comes in: **"If you are going to associate with an industry, participate in the industry association."**

"If you are going to associate with an industry, participate in the industry association."

TO YOUR HEALTH

Your menu—from a nutrition point of view

This year *USA Today* published the results of a survey of 1,500 adults. They were asked what activities they pursue regularly to ensure their health. Sixty-two percent cited "eating a well balanced diet." The second most popular activity, reported by 50 percent of the respondents, was "planning nutritious menus." This information confirms that Americans are concerned about nutrition.

With the growing interest in health, diet and foods, the wait staff should have a basic understanding of your menu from a nutrition point of view. This is especially true if you want to increase sales through a nutritional concept. Providing customers with the following information indicates a genuine interest in and knowledge of nutrition and health concerns.

1. Sensitivity to fat content and fat substitutes: A waiter or waitress should be able to inform the patron that, if cholesterol is a concern, margarine is available in place of butter or an egg substitute product can be prepared in place of eggs. To appeal to the calorie-conscious, a staff member may suggest the availability of skim or low-fat milk. When taking an order, the wait staff can inquire if the customer would prefer that the butter, sauce or gravy accompanying the entree be served on the side.

2. Information about fresh products: Does every member of your wait staff know what menu items are fresh and which are frozen or canned? If canned fruit is used, do they know if it is packed in its own juices or in heavy syrup and whether the fruits are canned without preservatives? Are your waiters and waitresses trained to respond to inquiries about the seasonal fruits or vegetables used in your restaurant? Freshness implies good food and good nutrition.

3. Information about preparation methods: Does your wait staff know what preparation methods retain the freshness of ingredients, such as broiling, baking, steaming or poaching (rather than sauteing or deep fat frying)?

Does the wait staff know how the vegetables are prepared? If so, do they know if butter or margarine is used? Do they know if the kitchen trims all the visible fat off the meat or if it takes the skin off the poultry? Can the food be prepared without salt for the patron who is salt conscious?

4. Knowledge about portion size: Many recommendations made by government agencies and health professionals suggest controlling amount of intake as well as type of food items. Does your wait staff know how many ounces of fish fillet, beef tenderloin or pasta you serve without using their hands to indicate "about this much"? Remember the difference in precooked versus cooked weight of food items.

5. Dessert options: Is the wait staff aware of the "lighter" side of desserts—those that are healthy and appetizing as well?

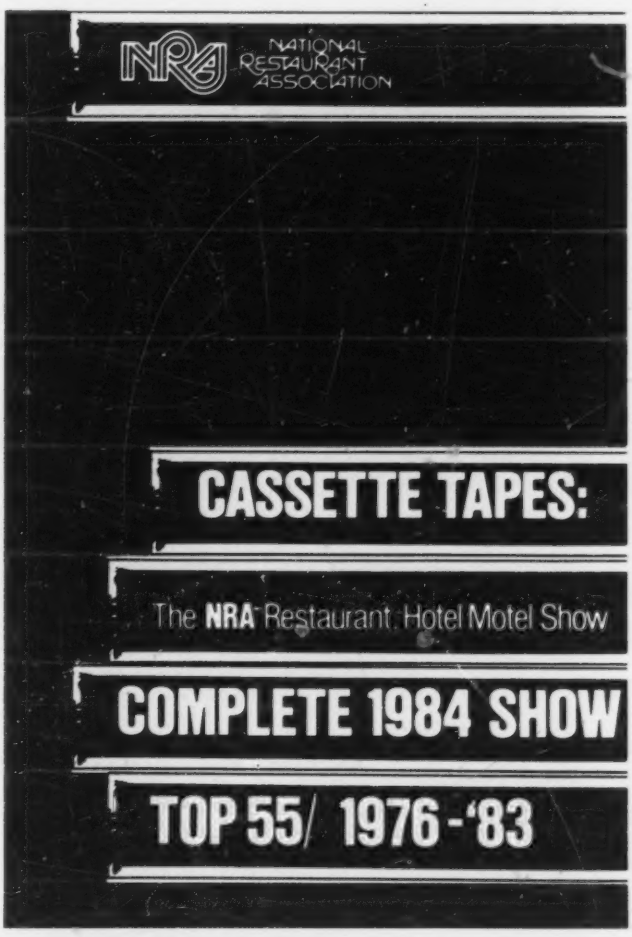
Certainly, fresh fruit in season is one of those desserts. Is it suggested in that context? There are other options as well, such as, sorbet, frozen low-fat yogurt, meringue with fruit sauce or angel food cake cubes with a low-fat chocolate sauce topped with a sprinkle of walnuts. Your staff can support a "lighter side" dessert menu after the entree instead of the usual dessert menu.

In sum . . .

These ideas are not new. They represent the general ideas of the American Heart Association and the specific procedures of the New York Heart Association. Obviously, it is not suggested that patrons be bombarded with health information in your restaurant. It should simply be available for those who request it.

The objective of a wait staff is to satisfy the customer's needs. If the wait staff is trained properly, the right information gets to your patrons.

—Karen Sherwood, R.D.



CREST REPORT

June–July–August

Summer Quarter Highlights

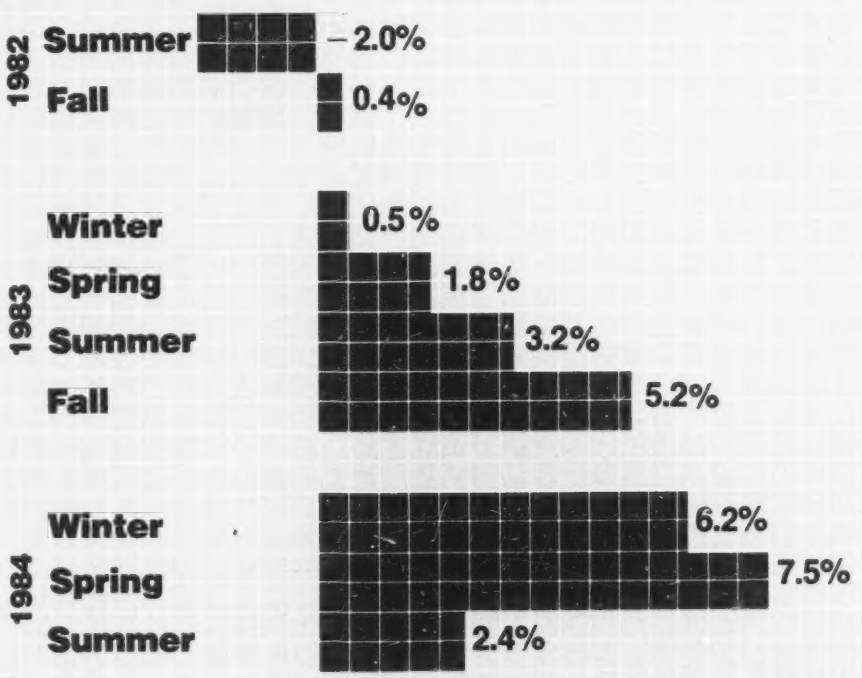
- **Customer traffic:** Up 2.4 percent
- **Sales:** Increased 4.3 percent
- **Visit frequency:** Advanced 2.6 percent
- **Average check size:** Up 1.9 percent
- **Restaurant types:**

Upscale customer traffic: Advanced 4.6 percent
Quick service customer traffic: Increased 4.2 percent
Midscale customer traffic: Dropped 2.4 percent

- **Meal periods:**

Breakfast customer traffic: Jumped 9.6 percent
Lunch customer traffic: Up 2.8 percent
Dinner customer traffic: Increased 2.2 percent

Percent change in quarterly traffic (summer 1982—summer 1984)



Note: **Percent change is from the same quarter in prior year.**
Source: ***CREST Household Report,*** **CREST, NPD Research, Inc.**

Customer traffic up 2.4 percent . . .

Customer traffic at the nation's restaurants was up 2.4 percent during the June–July–August period, according to CREST's "Household Report." This is significantly less than the substantial gain of 7.5 percent posted during the spring quarter and the 6.2 percent increase reported in the winter period.

The moderate traffic gain during the summer quarter reflects the slowdown in the economy. The economy continues to show positive growth but at a less rapid pace. For instance, real GNP jumped 10.1 percent during the first quarter, 7.1 percent in the second quarter and posted a more moderate 3.6 percent gain during the third quarter. Other indicators, such as personal income and consumer confidence levels, also reflect the economy's slower growth. Personal income posted smaller increases during June, July and August than in previous months. Consumer confidence remained high, but it dropped somewhat during the summer.

Other factors which affected summer restaurant traffic include:

- **A slowdown in travel:** Major travel destinations, such as the World's Fair in New Orleans, national parks, beach resorts and major theme and amusement parks, have all reported lackluster attendance rates. The strong dollar encouraged many Americans to take advantage of the favorable exchange rates and travel abroad, but fewer foreigners came to the U.S. because of the strong dollar.
- **Major purchases:** Consumers continued to purchase big ticket items, such as cars, appliances and furniture.
- **The summer Olympics:** Many Americans stayed home in late July and early August to watch the U.S. teams go after the gold at the summer Olympics.
- **The economy:** Although the economy has slowed, the outlook still points to continued growth. For instance, inflation has stabilized, and unemployment remains low. Inflation was up a moderate 4.4 percent during the first eight months of the year, and menu prices rose slightly slower—4.3 percent.

Unemployment, after dropping to a low 7.1 percent in June (the lowest rate since April 1980), rose slightly to 7.5 percent in July, then dipped to 7.3 percent in August.

NRA is optimistic about the restaurant industry's growth during 1984 and expects real sales (adjusted for inflation) for eating places to jump 5.3 percent—the strongest gain since 1977.

Households dining out more often . . .

The average number of times families and singles visited restaurants—visit frequency—rose a substantial 2.6 percent during the summer quarter. This compares with a 2.2 percent gain during the spring period and a 2.9 percent increase in the winter quarter. Approximately 79 percent of all households dined out at least once during the quarter—down slightly from the same quarter a year ago.

An analysis of visit frequency by industry segments—quick service, midscale and upscale—shows that quick service restaurants experienced the largest gain—2.5 percent. Upscale restaurants also posted a positive increase in visit frequency—2.3 percent. Midscale establishments registered a slight decline in visit frequency—1.3 percent.

Restaurant sales up 4.3 percent . . .

CREST sales continue to show positive gains and advanced 4.3 percent during the June–July–August period. This compares with a stronger 11.8 percent increase in the spring quarter and a 9.9 percent gain during the winter period.

The average expenditure for a restaurant meal or snack—per person check size—rose a slight 1.9 percent. This is down from the 4.0 percent increase posted during the spring quarter and the 3.7 percent gain registered in the winter period.

The 1.9 percent increase in average check size is much lower than the 4.5 percent gain in menu prices recorded by the Consumer Price Index (CPI) for food away from home during the months of June, July and August. The low percent change in the average check size may reflect that consumers are ordering a variety of items, some lower priced, than the stable market basket of foods the CPI tracks.

Traffic up during meal periods . . .

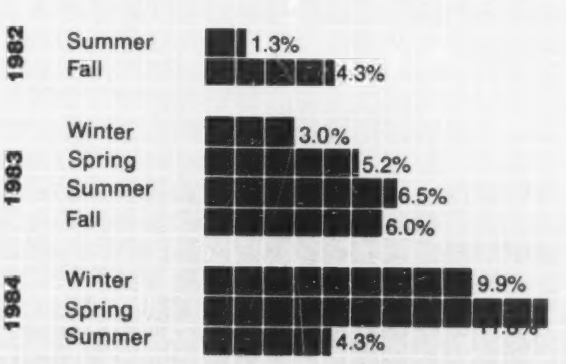
Traffic rose during the three major meal periods in the summer quarter, with breakfast showing the largest gain—up 9.6 percent from a year earlier. Lunch traffic climbed a somewhat lower 2.8 percent, and the dinner meal posted a 2.2 percent increase.

These traffic increases are much smaller than those reported in the spring quarter, when breakfast, lunch and dinner posted gains of 15.9 percent, 8.1 percent and 8.7 percent, respectively. The slowdown in economic expansion this summer very likely had an adverse effect on customer counts at the nation's restaurants.

Breakfast highlights:

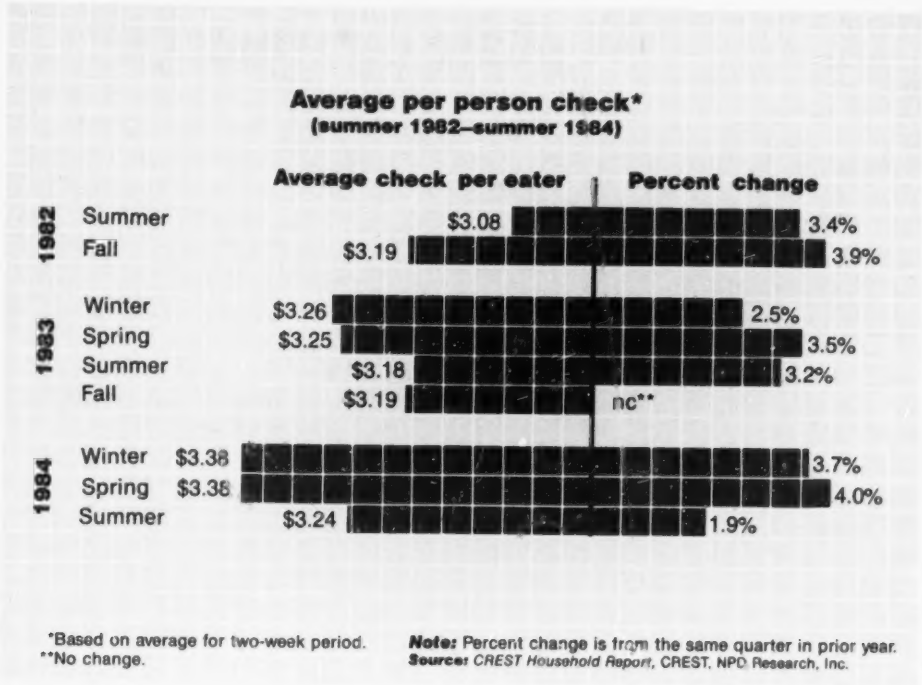
- Breakfast sales jumped

Percent change in quarterly CREST sales*
(summer 1982–summer 1984)



*Sales based on total U.S.; average for two-week period each quarter.

Note: Percent change is from the same quarter in prior year.
Source: *CREST Household Report*, CREST, NPD Research, Inc.



*Based on average for two-week period.
**No change.

Note: Percent change is from the same quarter in prior year.
Source: *CREST Household Report*, CREST, NPD Research, Inc.

11.4 percent.
- The average check at breakfast reached $2.23—a small 1.4 percent increase.
- Visit frequency was up a strong four percent which helped boost traffic.

Lunch highlights:
- Lunch sales rose 5.5 percent.
- The average check reached $3.04—up 2.7 percent from a year earlier.
- Visit frequency increased 1.2 percent.

Dinner highlights:
- Dinner sales advanced 3.2 percent.
- The average check increased a slight 1.1 percent.
- Households ate dinner out approximately four times during the average two week period—a 2.4 percent increase from the prior year.

Traffic rises at upscale and quick service restaurants . . .

Upscale restaurants posted the strongest traffic gain during the summer quarter—4.6 percent. Quick service restaurants were close behind with a 4.2 percent advance. Midscale restaurants, on the other hand, experienced a 2.4 percent drop in customer counts.

Ethnic restaurants stole the show and posted the strongest traffic increases in all three major restaurant categories. Fish and seafood restaurants, on the other hand, experienced traffic decreases in the quick service, midscale and upscale segments.

Upscale restaurant highlights:
- Sales rose 5.1 percent in the upscale restaurant segment.
- Promotions were used on 8.3 percent of the occasions—up from 8.1 percent a year earlier. That, combined with a very low 0.5 percent increase in the average check size, probably gave consumers a favorable view of the price/value of dining at an upscale restaurant and helped boost traffic.
- Upscale ethnic restaurants showed the strongest jump in traffic—12.8 percent. Upscale Mexican restaurants experienced the largest increase in the category.
- Varied menu establishments posted a substantial 5.9 percent gain in traffic.
- Traffic counts at upscale specialty restaurants dropped two percent due primarily to a decline in traffic at upscale fish and seafood establishments. Upscale steak and barbecue restaurants, on the other hand, experienced traffic increases.
- Upscale hotel restaurants posted a 2.1 percent traffic decline, probably due to a drop in business and convention travel.

Quick service restaurant highlights:
- Quick service restaurants experienced a strong 9.7

What is CREST?

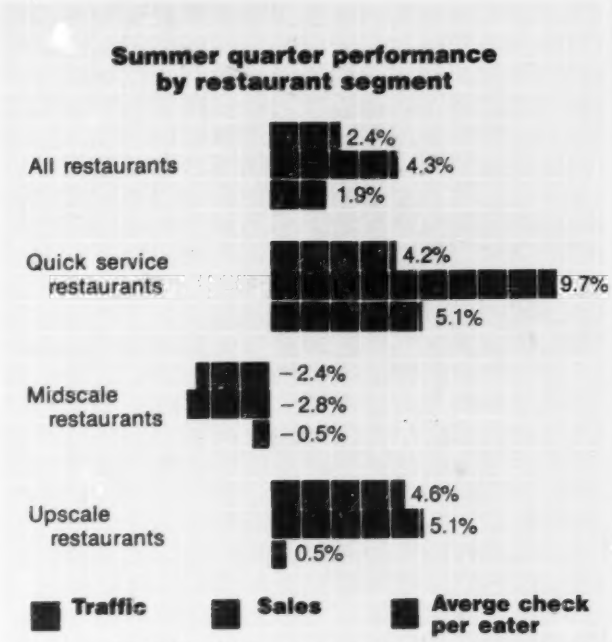
Launched in September 1975, the CREST (Consumer Reports in Eating Share Trends) survey is designed to track expenditures and behavior in the commercial segment of the foodservice industry, including information by type and classification of restaurant and also by meal or snack period.

Approximately 10,000 families and 2,800 non-family households, representing demographic patterns in the U.S., have been selected to participate in the study. Each household is asked to record every meal and snack experience during a particular two-week period for each of the four quarters of the year. Detailed entries are required for meals eaten or purchased away from home in establishments, such as restaurants, hotels and motels, fast food/drive-ins, delicatessens, refreshment stands, carryouts, coffee shops, donut shops, ice cream shops or eating places inside variety stores or other retail stores. The diary does not include any meals eaten at schools, hospitals, colleges or other institutional feeding places.

CREST information can help restaurateurs compare their operation's performance with that of the total industry as well as with specific restaurant categories (quick service, midscale or upscale restaurants).

The CREST study can also provide valuable information concerning customer behavior, such as how much people spend, where they spend and when they spend. And, because it is an ongoing study, CREST information allows comparison against a standard—an aid in the development of trend analysis.

Readers wishing more information on the CREST study should contact GDR/CREST Enterprises, one of the NPD Group of marketing and research companies, 9801 W. Higgins Rd., Rosemont, IL 60081.



Note: Percent change is from the same quarter in prior year.
Source: *Crest Household Report*, CREST, NPD Research, Inc.

percent sales increase. A gain in promotional usage, from 11.7 percent of all occasions to 12.6 percent, probably helped fuel the sales gain.

- The average check size rose 5.1 percent—significantly above the 1.9 percent industry average.
- The quick service ethnic restaurant segment posted the largest traffic increase—25.6 percent. Traffic at both quick service Oriental and Mexican restaurants experienced substantial gains.
- Traffic at quick service specialty restaurants advanced 7.2 percent, led by a strong increase at pizza establishments.
- Sandwich/varied menu restaurants experienced a moderate 4.7 percent increase in customer counts. Varied menu and hamburger establishments posted the strongest gains.
- Traffic at quick service snack restaurants dropped 8.1 percent.

Midscale restaurant highlights:

- Midscale restaurants posted a 2.8 percent decline in sales. A drop in traffic fueled by a 1.3 percent dip in visit frequency contributed to the slower sales.
- Promotional usage dropped from 8.3 percent of all occasions to 8.0 percent, and the average check size decreased a slight 0.5 percent.
- Midscale ethnic restaurants experienced the most significant traffic gain—7.1 percent. Oriental restaurants showed the largest increase in the category.
- Traffic at family style restaurants rose 1.1 percent, led by a significant gain at varied menu establishments.
- The midscale specialty restaurant category posted a slight 0.6 percent increase in customer counts. Family steak establishments experienced the largest advance in the group.
- The hotel/retail segment reported a 12.8 percent traffic decline, and customer counts at cafeterias dropped 6.9 percent.

Update on wholesale food costs

Wholesale food prices in 1984 have risen at a substantially faster pace than during all of 1983. In the first eight months the Producer Price Index averaged a 5.3 percent gain versus an increase of only 1.1 percent in 1983.

NRA's wholesale food price index increased at a similar pace—5.5 percent. In 1983, wholesale food costs for restaurateurs advanced only 0.7 percent. The 1984 price increases can be attributed to several factors:

- The avian flu severely lowered egg supplies and drove poultry and egg prices upward.
- The December 1983 freeze in Texas and Florida limited citrus yields, which caused prices to rise.
- Reduced feed grain crops limited the amount of cattle and pork available for slaughter, sending prices upward.

Recently, however, wholesale prices for many commodities have moderated or declined. NRA's Food Cost Index was up 4.4 percent in August over levels of August 1983. This is down substantially from the July over July gain of 6.1 percent. A drop in prices at the wholesale level for beef, poultry, eggs and fish and shellfish in August helped slow the rise in restaurateurs' food costs.

This article will focus on the outlook for some specific food prices and supplies for the remainder of 1984 and for 1985. Readers are reminded that the analysis presented here is based on information available in late September. Those wishing an updated outlook should contact NRA's Research and Information Service Department.

Outlook for specific commodities . . .

Fruit

The outlook for fruit appears bleak for the rest of 1984 and early 1985. In particular, restaurateurs can expect citrus prices to climb sharply. Two primary reasons emerge as the cause. Texas citrus crop output will remain low due to the effects of last December's freeze. The outbreak of citrus canker, which has invaded Florida groves and nurseries, will seriously affect crop yields in that state. Although imports from Brazil may help alleviate the shortage, prices will still be high. NRA will continue to monitor the situation and will update this information as new developments arise.

Beef

Beef supplies are anticipated to remain low through the first half of 1985. Production in the fourth quarter of 1984 will be down three to five percent from 1983 levels. In the first half of 1985 production is projected to decline an additional five percent. However, production will begin to pick up in the second half of 1985 as more cattle are put on feed due to lower grain prices.

Although production will be low, beef prices are not expected to rise sharply. USDA Economist John Nalivka reports that beef

prices are being kept in check because consumers are buying more pork and chicken. In addition, demand for beef has not been as great as is usually expected during an economic recovery, and this is also keeping beef prices down.

Fourth quarter beef prices for choice-fed steers at Omaha should be between $65 and $67 per cwt.—an 8.9 percent increase over the same period last year. First quarter 1985 prices are expected to average $67 to $69 per cwt., approximating the $67.50 per cwt. in the first quarter of 1984.

Pork

Pork supplies should remain low for the rest of 1984, but forecasts indicate that production will be on the upswing in early 1985. Pork production is projected to rise one percent in the first quarter of 1985.

Rising production should help slow the rate of increase for pork prices by the beginning of 1985. Fourth quarter 1984 prices, however, will remain high. An 18.7 percent increase is expected in the fourth quarter. Prices should range from $49 to $51 per cwt. compared with $42.18 per cwt. one year earlier. Although prices will be up slightly in the first quarter of 1985, ranging between $50 and $52 per cwt. (versus $47.50 per cwt. during the first quarter of 1984), this is only a 7.3 percent increase—considerably lower than originally anticipated.

Chicken

Poultry supplies will continue to expand, increasing by eight to 10 percent in the fourth quarter of 1984. Production will slow slightly in the first quarter of 1985, rising four to seven percent.

Increased supplies will result in a drop in broiler prices. Fourth quarter prices should range between 50 and 54 cents a pound—down 5.8 percent from last year. Prices will continue to remain low in 1985. First quarter prices should be about 53 to 57 cents a pound, compared to 62 cents a pound in the first quarter of 1984. This is a decrease of 11.3 percent.

Eggs

Egg production continues to recover from earlier this year when the avian flu reduced supplies. In the fourth quarter of this year production should advance three percent over last year. In the first quarter of 1985 it should advance another three percent.

For 1984, egg prices at the wholesale level are expected to average 79 to 83 cents a dozen—a 7.7 percent increase over last year. Wholesale egg prices for the first quarter of next year should be between 66 and 77 cents per dozen, down substantially from $1.03 per dozen recorded in the first quarter of 1984.

Percent change in Commodity Price Index

Commodity	1982 to 1983	Aug. '83 to Aug. '84	8 mos. '83 to 8 mos. '84	July '84 to Aug. '84
Bakery products	3.2%	5.1%	4.9%	0.2%
Flour and cereal	1.1	0.4	2.2	−1.0
Beef & veal	−3.3	−1.1	−0.6	−2.7
Other meats	−8.7	−3.2	−3.0	−6.8
Pork	−9.6	8.4	−3.1	−4.6
Poultry & eggs	3.2	0.9	20.9	−5.4
Poultry	3.4	3.0	18.2	−6.6
Eggs	2.6	−4.4	27.6	−2.0
Fish & shellfish	6.3	7.2	9.6	−1.1
Sugar & sweets	5.0	1.5	2.9	−0.7
Sugar	8.2	1.7	4.5	−0.4
Vegetables	1.2	12.9	16.9	2.5
Fresh vegetables	1.0	18.6	25.6	3.4
Fruits & juices	2.9	8.5	5.7	7.8
Fresh fruit	6.4	9.3	1.3	6.7
Beverages	1.3	6.4	4.6	0.6
Dairy products	0.6	0.3	−0.5	nc*
Fats & oils	8.8	26.7	31.1	−0.7
NRA Food Cost Index	**0.7%**	**4.4%**	**5.5%**	**−1.2%**
Producer Price Index, All Food Index**	**1.1%**	**4.9%**	**5.3%**	**−0.7%**

*No change.
**Includes all processed foods (except soft drinks, alcoholic beverages and animal feeds) plus eggs and fresh and dried fruits and vegetables.
Sources: NRA; *Producer Price Index*, Bureau of Labor Statistics, September 1984.

Regional menu price increases for first six months of 1984

Menu price increases vary from city to city and region to region. This article examines increases for various regions of the country and selected metropolitan areas between January and June 1984.

Overall increase averages 4.2 percent . . .

During the first half of 1984, restaurant meal prices averaged 4.2 percent above the comparable period in 1983, according to Bureau of Labor statistics. In comparison, food away from home prices were up a slightly higher 4.4 percent for all of 1983. Food prices at the grocery store also have climbed—advancing 3.7 percent in the first half of this year versus only 1.1 percent for all of last year.

North Central region's menu prices up 3.4 percent . . .

The North Central region posted the slowest rise in menu prices in the first half of this year among the four major regions—3.4 percent. This six-month average menu price increase is slightly lower than the 3.5 percent price advance for 1983. Grocery store food prices grew at a slow pace in this region, too, averaging 2.9 percent higher during the first half of 1984 versus the same period in 1983.

Here's a look at what's happened in other regions of the country:

- Between January and June 1984, menu prices in the Northeast and South grew at rates of 4.8 percent and 4.9 percent, respectively.

- Menu prices increased 5.4 percent in the West during this period—the fastest pace among all the regions.
- Cities in the North Central and Southern regions with populations between 75,000 and 385,000 had the smallest menu price gains—2.5 percent and 3.1 percent, respectively.
- Small cities with a population of less than 75,000 generally had the largest menu price advances—ranging from 3.8 percent in the Northeast to 5.4 percent in the West.

Percent change: first-half 1984 versus 1983

City	Food at home	Food away from home
Anchorage, AK	4.2%	3.6%
Atlanta, GA	3.3	2.4
Baltimore, MD	6.3	3.2
Buffalo, NY	3.7	1.0
Chicago, IL	2.7	1.8
Cincinnati, OH	4.8	4.6
Denver, CO	6.1	4.2
Miami, FL	5.5	4.6
Minneapolis, MN	5.3	3.7
Philadelphia, PA	3.1	2.8
Washington, DC	3.9	0.8

Percent change in food prices by region

Region	1980–1981	1981–1982	1982–1983	1983–1984*
Northeast				
food at home	7.1%	3.8%	1.1%	3.5%
food away from home	10.2	5.5	4.2	4.8
North Central				
food at home	6.8%	3.1%	0.3%	2.9%
food away from home	8.0	4.2	3.5	3.4
South				
food at home	7.6%	3.1%	1.3%	4.4%
food away from home	8.9	5.5	4.5	4.9
West				
food at home	8.0%	4.0%	1.8%	3.4%
food away from home	8.7	6.5	5.6	5.4

* First six months of 1984 versus first six months of 1983.

Source: *Consumer Price Index*, Bureau of Labor Statistics

Percent change in menu prices by city size
(first half 1984 vs. first half 1983)

Population size	Northeast	North Central	South	West
More than 1,250,000	5.1%	3.3%	4.0%	4.4%
385,000 to 1,250,000	3.5	3.8	4.7	4.2
75,000 to 385,000	4.1	2.5	3.1	4.0
Less than 75,000	3.8	5.0	4.8	5.4

Source: *Consumer Price Index*, Bureau of Labor Statistics.

Moderate increases in most metropolitan areas . . .

Restaurant meal price increases in many cities across the nation slowed considerably in the first six months of 1984. However, considerable differences in the rate of gain from city to city are evident.

Washington, DC, recorded the smallest price increase—0.8 percent in the first six months of the year. This is down substantially from the 3.8 percent rise in 1983.

On the other hand, restaurant meal prices in Cleveland rose at the fastest rate—10.1 percent in the first six months of 1984. This was the only major city which reported a double digit increase.

Other city highlights include:

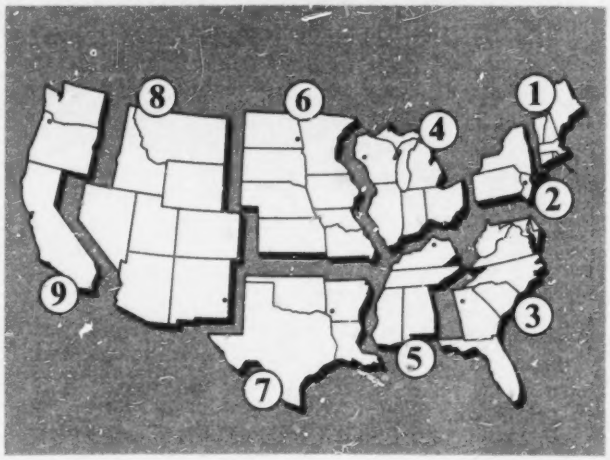
- Reporting relatively low menu price gains in the first half of 1984 were Buffalo, NY, (1.0 percent), Chicago, IL, (1.8 percent) and Detroit, MI, (2.0 percent).
- Menu price increases in San Diego, CA, slowed dramatically from 11.8 percent in 1983 to 6.8 percent in the first half of 1984.
- In eleven cities food prices at the grocery store increased at a faster pace than menu prices, contrary to the national pattern as the accompanying chart illustrates.
- Twelve cities reported higher menu price gains in the first half of 1984 than for all of 1983. These were: Anchorage, AK (3.6%); Boston, MA (9.3%); Cincinnati, OH (4.6%); Cleveland, OH (10.1%); Denver, CO (4.2%); Detroit, MI (2.0%); Houston, TX (7.4%); Kansas City, MO (6.0%); Milwaukee, WI (3.2%); New York, NY (5.6%); San Francisco, CA (6.0%); and Seattle, WA (5.1%).

—Cecelia L. Niepold and Susan Adelman

How's business?

by Cecelia Niepold

As this month's operators illustrate, different restaurants take different approaches to serving the growing family market. Some operators offer entertainment while others offer more functional items such as separate menus and highchairs.



1 NORTHEAST

Location: Lincoln, RI
NRA member: Albert F. Lawton, Jr.
Operation: Lawton's Family Restaurant
In business: 23 years
Meals served: Lunch, dinner
Seats: 100

Business is doing "very nicely" at Lawton's Family Restaurant, according to owner **Albert Lawton, Jr.,** who had a record year last year. Lawton is positive about the future and is planning to add a new dining room and an additional parking lot.

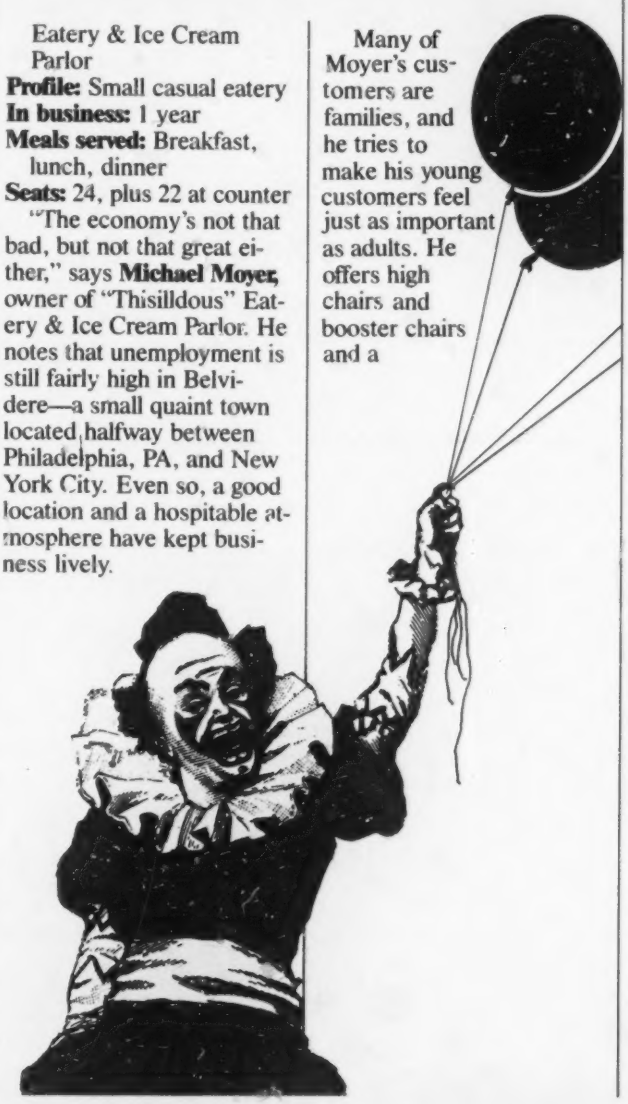
Lawton prides himself on catering to his customers' needs. For instance, he offers a children's menu and caters to the special needs of senior citizens, who often ask for items prepared without salt or butter. Lawton says children order hamburgers and grilled cheese sandwiches most frequently, while women and seniors seem to be ordering more seafood.

2 MIDDLE ATLANTIC

Location: Belvidere, NJ
NRA member: Michael Moyer
Operation: "Thisilldous" Eatery & Ice Cream Parlor
Profile: Small casual eatery
In business: 1 year
Meals served: Breakfast, lunch, dinner
Seats: 24, plus 22 at counter

"The economy's not that bad, but not that great either," says **Michael Moyer,** owner of "Thisilldous" Eatery & Ice Cream Parlor. He notes that unemployment is still fairly high in Belvidere—a small quaint town located halfway between Philadelphia, PA, and New York City. Even so, a good location and a hospitable atmosphere have kept business lively.

Many of Moyer's customers are families, and he tries to make his young customers feel just as important as adults. He offers high chairs and booster chairs and a whimsical children's menu. He also entertains children with visiting clowns, helium balloons and even a caricature artist.



Moyer has discovered that weekend brunches are particularly popular meals for families. "They are a good opportunity for parents and children to spend time together," he explains.

3 SOUTH ATLANTIC

Location: Austell, GA
NRA member: Sheldon E. Smith
Operation: Mighty Casey's
Profile: Six-unit fast food chain
In business: 6 years
Meals served: Breakfast, lunch, dinner
Seats: 80 per unit

"Sales are up this year compared to last year," maintains **Sheldon Smith,** president of Mighty Casey's. Smith has six units clustered around Atlanta and maintains that economic conditions are very good in the area. He is opening a new unit this fall and expects to have two more operating by May.

Smith credits his success to his signature item—hot dogs. Customers can order hot dogs with a dozen different toppings, but favorites usually include the chain's homemade chili. Another plus is the fairly extensive menu of atypical fast food items like vegetable trays and made-on-premise onion rings.

Smith's current problem is not finding customers; it's finding personnel. According to Smith, the favorable economy has generated more restaurants. This has reduced the number of available workers. Consequently, wages for fast food workers are rising in the area.

4 EAST NORTH CENTRAL

Location: Menomonie, WI
NRA member: Kevin Vance
Operation: Taco John's
Profile: Mexican fast food restaurant
In business: 2 years
Meals served: Lunch, dinner
Seats: None

The general economy in Menomonie, a small town in the western part of Wisconsin, is fairly stable, according to **Kevin Vance,** owner of a franchised Taco John's unit.

Vance's business has been very good, up about five percent from last year. He attributes part of this growth to his new drive thru window. The drive thru window is open later than any other in town—until 3:00 a.m. on weekends.

Business at Taco John's is strictly take out, and families make up a large portion of Vance's customers. For instance, at dinner almost half the patrons are families who order food to take home.

5 EAST SOUTH CENTRAL

Location: Dry Ridge, KY
NRA members: Harold and Linda Moore
Operation: The Family Fare
Profile: Family restaurant
In business: 3 years
Meals served: Breakfast, lunch, dinner
Seats: 90

The economy is a little slow in Dry Ridge—a rural community located halfway between Cincinnati, OH, and Lexington, KY. Even so, The Family Fare experienced a good summer, according to co-owner **Linda Moore.**

The Moores originally opened a pizza restaurant but decided to add home cooked meals to attract more customers. Specialties include soups and desserts.

Many of Moore's customers are families. They appreciate the restaurant's birthday club, which entitles children to receive a free six-inch pizza, soft drink and cake on their birthdays.

6 WEST NORTH CENTRAL

Location: Fargo, ND
NRA member: Bahman Anvary
Operation: Ponderosa Restaurant
Profile: Two family style steakhouses
In business: 7 years
Meals served: Lunch, dinner
Seats: Average 200

Business has been very good, according to **Bahman Anvary,** manager of two Ponderosa units. Anvary attributes part of the growth to the chain's expanded salad bar, which is 40 feet long and includes about 50 items.

Ponderosa restaurants are generally family oriented, mid-priced establishments, and the chain often features special promotions for children.

"To reach the families, we have to attract the kids," explains Anvary. For instance, the restaurant currently offers a popular low-priced chicken dinner for children. Kids are also offered the extensive salad bar and a dessert at no extra cost.

7 WEST SOUTH CENTRAL

Location: El Dorado, AR
NRA member: John Hill, Jr.
Operation: Hill Cafeteria
In business: 4 years
Meals served: Lunch, dinner
Seats: 350

"Business is very good," says **Judy Overstreet,** manager of the Hill Cafeteria in El Dorado—a medium-sized town in southern Arkansas.

The Hill Cafeteria attracts many families. One drawing card is a special low-priced child's plate, which includes a choice of meats, two vegetables and bread. "Most people want nourishing food for their children," explains Overstreet.

To boost business, in January the cafeteria may offer waiter/waitress service during the dinner meal to give the establishment a more upscale atmosphere.

According to Overstreet, there is demand for more full service family style restaurants in town.

8 MOUNTAIN

Location: Clovis, NM
NRA member: Chris Bryant
Operation: Foxy Drive In
Profile: Old fashioned drive-in
In business: 28 years
Meals served: Lunch, dinner
Seats: 60 inside, 20 car stalls

Business is going very well in Clovis—a farming and cattle area 10 miles west of the Texas border. "Last year was the best we ever had, and this year's been up over last year," says **Chris Bryant,** co-owner of the Foxy Drive-In.

Bryant believes that the rise of the two-income family has contributed to his success. "When both adults in the household work, they don't want to cook," he observes.

The Foxy Drive-In is an old fashioned establishment, complete with individual car stalls so customers can order and eat in their cars.

The restaurant also offers a wide variety of fast food items, ranging from pizzas to Mexican food.

One of the most successful changes they have made over the years is adding a special children's menu. "Not many other fast food places offer a children's menu. People really seem to appreciate it," says Bryant.

9 PACIFIC

Location: Portland, OR
NRA member: Bill Perry
Operation: Hamburger Patti's Restaurant
Profile: Family style neighborhood restaurant
In business: 12 years
Meals served: Brunch, lunch, dinner
Seats: 76

The economy seems to be improving in Portland—an area that is fairly dependent on the housing and building industry. Business at Hamburger Patti's is up about 10 percent over last year, says owner **Bill Perry.**

Part of his success is the broad based menu, which means the whole family can enjoy the meal, Perry explains. The menu offers hamburgers as well as other homemade entrees. Possible future additions include more low calorie and non-beef items.

Also important is the comfortable and relaxed atmosphere which comes from a well-trained service staff. For instance, waiters and waitresses are trained to give parents a little extra help—whether it's calming down the kids or specially cutting up sandwiches.

FOOD FOR THOUGHT

A new market for vegetable growers

Blue-green corn, canary yellow beets, purple bell peppers, orange mushrooms—one or more of these exotic looking vegetables is likely to complement meals served in Los Angeles' poshest restaurants. And when the focus is not on color, it is likely to be on size—small size, that is.

Baby vegetables about the size of an index finger and scallopini squash—a flying-saucer shaped creation about the size of a half-dollar—are just two of the popular new vegetables making their way to California restaurant kitchens. "They're charming. How can you resist?" asks Michael Roberts, chef at West Hollywood's Trumps restaurant. "It's like a whole little family of things walked out of the garden and onto your plate."

Roberts and chefs like him in Southern California have created a new market for vegetable growers, who are cultivating exotic varieties to meet the increased demand for new kinds of vegetables. Why the effort? The chefs say they want to move away from sauces to highlight what is naturally dramatic. The trend toward vegetables in bright colors and small sizes is already spreading towards the Atlantic.

—Washington Times

***NRA NEWS** Postscript: During the May NRA Show, miniature vegetables figured prominently in the recipes for the Dinner of the Century, demonstrating that they have indeed caught on with some of the country's finest chefs.*

Guidebooks influential in restaurant choices

According to a recent Gallup poll, consumers are at least three times more likely to be influenced by an ad in a local guidebook than any other media source when choosing a restaurant while on vacation. More than 1,000 adults were asked to rate the influence of ads in guidebooks, newspapers, billboards and radio or television on their dining out decisions. Nineteen percent said that guidebooks are most influential, while only six percent are strongly influenced by the other types of advertisements.

Not surprisingly, the greatest number of respondents (44 percent) said they rely on the recommendations of local townspeople when choosing a restaurant away from home.

A kid's view

It takes a little bit of flour, 14 raisins, four stirs and about 20 hours in an 80-degree oven to bake a batch of chocolate chip cookies. That's according to five-year-old Rhody Guzman of Battle Creek, MI, whose kindergarten teacher at Urbandale Elementary School asked him and his classmates to write down their favorite recipes.

Other favorites include pizza, by Craig Wilson—"Put some of that red stuff on it"—and eggs, by Jason Dem-

nick—"It's done when you see grease on the yellow." And little Russell Kostakis was right on the mark with his chocolate cake recipe: "When it's ready, you can eat a piece. Then it's all gone."

—USA Today

Recapturing the luxury of an era gone by

In their heyday, trains were a luxurious, stately means of travel. Roosevelts, Rockefellers and Astors crisscrossed the country in their own private railroad cars, dining on gourmet dishes in posh surroundings.

Today, many railroad car owners are recapturing the luxury and romance of train travel of days gone by. The American Zephyr train, which runs regularly between New York and Washington, is stylishly appointed in art deco style, with etched glass, polished wood and mauve upholstery. Meals are served on linen tablecloths set with china and silver, and dishes include snapper turtle soup, duck liver terrine, stuffed shrimp provencal and chocolate truffle cake. At $500 a trip (which includes weekend accommodations in New York), train owners John Hickman and Kendall Wilson say their service is for upscale travellers who have always been fascinated by the mystique of luxury train travel.

The Norfolk Southern Corporation, a Washington, DC-based railroad company, has restored a private railroad car once used by Franklin D. Roosevelt. The 1927-vintage Pullman car is permanently parked at Washington's Union Station, and is primarily used to wine and dine visiting corporate executives. The car has changed little since Roosevelt's day—even the fitted handrails installed in the disabled president's room still remain.

—The Washington Post and *The New York Times*

Making even the simplest function go the way you want isn't always easy but

Help is on Its Way

When things are not going well in your establishment, the problem can often be traced to poor management/employee relations, lack of proper supervision or insufficient employee training.

If this is the case in your operation, NRA's employee management publications *can* help. Each of the publications listed below goes right to the heart of a specific employee/management issue. Each NRA book, brochure and pamphlet is designed to give the foodservice manager or supervisor working solutions to demanding employee relations issues.

Help is on the way when you order any of the following publications from NRA. Use the order form between pages 40 and 41 to place your order.

The First Day

A comprehensive checklist to assure that nothing is overlooked during employee orientations. Proper orientations significantly reduce turnover. *12 pgs.* File format booklet $1.50.

The Success of Our Restaurant Depends on You

A payroll stuffer program to let your employees know how much you depend on them. This program is designed to help you boost employee morale and let employees know you care. *Folder with nine inserts, poster, booklet* $3.50.

A Foodservice Operator's Guide to Benefit Plans for Hourly Employees

Are your employees being sufficiently compensated? If they are not, it could lead to lack of motivation and reduced productivity in your operation. This guide reviews 16 different benefit programs in the industry, from meal credits to profit sharing. *48 pgs.* $12.50 members, $25.00 non-members.

Stress Management for the Hospitality Manager

The foodservice environment can be stressful. Managers must not only learn to cope with their own stress, but they must learn to defuse excess employee stress as well. This book will guide you through causes, symptoms and means of controlling stress. *24 pgs. Soft cover,* $10.00

Profitable Foodservice Management

This series of nine manuals focuses on specific areas of foodservice management, from planning efficient and productive meetings to reducing employee turnover. Ranging from 24 to 36 pages each manual can be ordered separately or as a set of nine. *Individually* $4.00 each; *set of nine* $36.00.

Profitable Foodservice Management Through . . .

1. Job Analysis, Description and Specification *28 pgs.*
2. Employee and Management Meetings *32 pgs.*
3. Good Supervision *28 pgs.*
4. Reduction of Employee Turnover *30 pgs.*
5. Job Evaluation *26 pgs.*
6. Worker Motivation *28 pgs.*
7. Performance Appraisals *36 pgs.*
8. Employee Counseling and Intercommunications *24 pgs.*
9. Recruitment and Selection of Employees *34 pgs.*

To Order

Fill out the order form between pages 40 and 41 of this issue of *NRA News.*